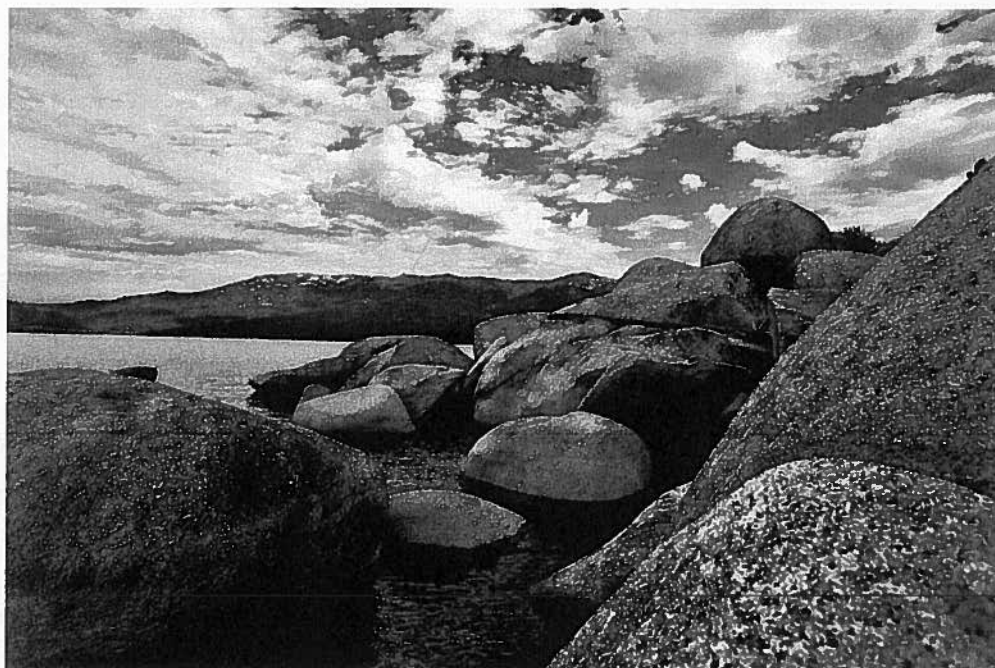


BOCC Workshop
January 25-26, 2015
Zephyr Point
Presbyterian
Conference Center



**DOUGLAS COUNTY BOARD OF COMMISSIONERS
STRATEGIC PLANNING & PRIORITY BASED BUDGETING WORKSHOP
ZEPHYR POINT PRESBYTERIAN CONFERENCE CENTER
ECHO PEAK CONFERENCE ROOM
660 US HIGHWAY 50
ZEPHYR COVE, NEVADA
FINAL AGENDA – JANUARY 26, 2015**

8:30 AM

PLEDGE OF ALLEGIANCE – Doug Ritchie

PUBLIC COMMENT (No Action)

At this time, public comment will be taken on those items that are within the jurisdiction and control of the Board of Commissioners or those agenda items where public comment will not be taken as a public hearing is not legally required.

Public Comment is limited to three minutes per speaker. The Board of Commissioners uses timing lights to ensure that everyone has an opportunity to speak. You will see a green light when you begin, and then a yellow light which indicates that you have thirty seconds left and should conclude your comments. Once the light goes red, please sit down.

If you are going to comment on a specific agenda item that the Board of Commissioners will take action on, please make your comments when the Board of Commissioners considers that item and the item is opened for public comment.

For members of the public not able to be present when an agenda item is heard, Speaker/Comment Cards are available from the Clerk and at the entrance to the meeting room. These cards should be completed and given to the Clerk.

1. If needed, completion of the Strategic Government Resources (“SGR”) discussion and presentation on the Mountains and Valleys Exercise, which is designed to allow Commissioners to identify high and low points of the past for the Organization and/or County. (approx. 60 min)
2. For possible action. Discussion on “Envisioning the Future Exercise.” This exercise is an opportunity for the Commissioners to envision the County 10-15 years into the future and to explain what “Success” looks like to them and to provide direction to the County Manager. (approx. 45 min)
3. For possible action. Discussion to identify the Reputational Drivers of the County and the type of reputation we want to have as an organization and county with possible direction to the County Manager. (approx. 30 min)

4. For possible action. Discussion to identify and discuss the strategic questions that need to be considered with possible direction to the County Manager. (approx. 60 min)
5. For possible action. Discussion to identify the big pillars that will uphold the Board's unified vision of the future with possible direction to the County Manager. (approx. 45 minutes)
6. For possible action. Discussion to review the results of "Manage the County's Checkbook" exercise with possible direction to the County Manager. (approx. 60 min)
7. For possible action. Discussion to review the Board's current goals in light of the unified vision, including adjusting the goals as needed. (approx. 45 min)
8. For possible action. Discussion to develop and adopt the specific criteria for priorities and expectations of the County Manager to be used in his annual performance review. (approx. 60 min.)

CLOSING PUBLIC COMMENT (No Action)

At this time, public comment will be taken on those items that are within the jurisdiction and control of the Board of Commissioners or those agenda items where public comment has not been taken as a public hearing is not legally required.

Copies of this Strategic Planning & Priority Based Budgeting Workshop Agenda are posted at the following locations prior to the workshop: Zephyr Point Presbyterian Conference Center, Minden Inn, Administration Building (Historic Courthouse), Judicial and Law Enforcement Center, Gardnerville Post Office, Minden Post Office, Minden Library, Douglas County Administration Building and the Tahoe Transportation Center at Stateline, Nevada. You may also access the agenda at <http://www.douglascountynv.gov>. Questions concerning the agenda should be referred to the County's Managers office at 775-782-9821.

Copies of supporting material can be requested in person from Laure Penny, Douglas County Manager's Office, 1594 Esmeralda Ave., Minden, Nevada or by calling 775-782-9821. Supporting material can also be found at <http://www.douglascountynv.gov>. During the public hearing, supporting materials can be viewed in the Public Information Binder located at the entrance to the meeting room.

Notice to Persons with Disabilities: Members of the public who are disabled and require special assistance or accommodations at the meeting are requested to notify the County Manager's Office in writing at Post Office Box 218, Minden, Nevada 89423 or by calling 782-9821 at least 20 hours in advance.

THE TIMING FOR AGENDA ITEMS IS APPROXIMATE UNLESS OTHERWISE INDICATED AS A TIME SPECIFIC ITEM. ITEMS MAY BE CONSIDERED AHEAD OF OR BEHIND THE TIMING INDICATED BY THIS AGENDA.



Mike Mowery, Ph.D.
Chief Operations Officer

Mike is currently SGR's Chief Operations Officer. He first joined our team in 2011 serving as the Director of Leadership Development. Mike has studied leadership for over 20 years and is experienced in guiding local governments in strategic visioning, building effective teams, and overcoming obstacles to improve and enhance organizational health.

A graduate of Baylor University, Southwestern Baptist Theological Seminary, and Golden Gate Baptist Theological Seminary, Mike began his career in ministry and has lead churches with memberships from 50 to over 3,000 in developing leaders through coaching, mentoring, and training.

A dynamic public speaker, Mike is experienced in leading City Council retreats, facilitating Community Engagement Meetings, and is a regular presenter of SGR leadership classes. Mike speaks at state-wide events as well as national and state conferences in Brazil.

Mike is the creator and presenter of SGR's Next Generation Leader training program and leads other workshops and classes including Building Better Leaders, Building the Great Workplace, and Overcoming the 5 Dysfunctions of a Team. Mike has helped develop and redefine SGR's Strategic Visioning Process used in city council retreats. He is currently working on his next leadership series for SGR, Making Millennials into Managers.

Mike provides one on one coaching for leaders in local government and has a passion for seeing leaders grow, excel, and provide outstanding leadership to their organizations. A certified facilitator of IOPT Survey, a validated tool for organizational engineering processes, Mike is also trained in facilitation methods by the Institute of Cultural Affairs (ICA) and a Certified Implications Wheel Facilitator.

Douglas County Strategic Plan



VISION STATEMENT

A community to match the scenery!

MISSION STATEMENT

Working together with integrity and accountability, the Douglas County team is dedicated to providing essential and cost-effective public services fostering a safe, healthy, scenic, and vibrant community for the enjoyment of our residents and visitors.

VALUES

Integrity	<i>We demonstrate honest and ethical conduct through our actions.</i>
Accountability	<i>We accept responsibility for our actions.</i>
Customer Service	<i>We deliver efficient and effective service with an attitude of respect and fairness.</i>
Leadership	<i>We establish the tone and direction for success motivating and inspiring others to accomplish a shared vision.</i>
Communication	<i>We ensure open dialogue through proactive listening and sharing of information throughout the organization and the community.</i>
Teamwork	<i>We work together to achieve shared goals.</i>

PRIORITIES & OBJECTIVES

1) Financial Stability - Financial strength and integrity of organization

Objective: Douglas County will enhance the fiscal stability and financial structure of the County.

2) Safe Community - Safe environment for residents, businesses, and visitors.

Objective: Douglas County will enhance and improve the provision of public safety and related services.

3) Economic Vitality

Objective: Douglas County will promote the economic vitality of the community.

4) Infrastructure - Efficiency and responsiveness in addressing community issues and needs.

Objective: Douglas County will provide for the maintenance and infrastructure necessary to meet current and future service levels.

5) Natural Environment, Resources and Cultural Heritage

Objective: Douglas County will preserve the County's natural environment resources, and its cultural heritage.

6) Manage Growth and Change – Orderly and sustainable development and growth of community.

Objective: Douglas County will manage growth and change consistent with the County's Master Plan.

**Douglas County Strategic Plan
Fiscal Years 2014-15 through 2017-18
List of Priority/Objective/Goal**

<u>Financial Stability</u>	
Financial strength and integrity of organization	
<i>Objective: Douglas County will enhance the fiscal stability and financial structure of the County.</i>	
a	Develop strategies to address long term financial stability
b	Identify opportunities for more cost-effective services for our residents through regional partnerships, consolidation of services, privatization and shared services
c	Utilize Priority Based Budgeting Program for on-going financial and budget decision making
d	Develop a technology plan to address the County's future technology needs
e	Develop a facilities plan to address the County's future facility needs
f	Form an Investment Advisory Committee (IAC)
g	Find Opportunities to utilize Technology in all Departments and within the strategic goals to become more efficient

<u>Safe Community</u>	
Safe environment for residents, businesses, and visitors	
<i>Objective: Douglas County will enhance and improve the provision of public safety and related services.</i>	
h	Develop a comprehensive Continuity of Operations Plan (COOP) for Douglas County and encourage the participation of all special districts within the county.
i	Revise the Douglas County Emergency Operations Plan to include elements of the recently adopted/ FEMA approved Hazard Mitigation Plan Update and to incorporate necessary changes in the application of the Emergency Response Plan

<u>Economic Vitality</u>	
<i>Objective: Douglas County will promote the economic vitality of the community.</i>	
j	Work with Tahoe Stakeholders to identify viable options to implement South Shore Vision
k	Implement Economic Vitality priority projects, including a new open for business project to enhance responsiveness to needs of local business and identify/ initiate additional tourism events/opportunities in the County
l	Examine and revise Title 20
m	Work with the Towns of Minden and Gardnerville and other stakeholders to finalize Valley Vision priority projects and leverage funds for implementation
n	Create local area plan for Lake Tahoe - Lake Regional Plan TRPA consistent with regional plan update

**Douglas County Strategic Plan
Fiscal Years 2014-15 through 2017-18
List of Priority/Objective/Goal**

<u>Infrastructure</u>	
Efficiency and responsiveness in addressing community issues and needs	
<i>Objective: Douglas County will provide for the maintenance and infrastructure necessary to meet current and future service levels.</i>	
o	Working in partnership with residents and businesses, develop long term solutions to fund preventative road maintenance
p	Construct a Community Center in the Carson Valley
q	Identify funding to support the continuation of the east-side improvements at the Airport
r	Pursue stormwater grants for flood water mitigation
s	Provide active leadership in coordination with Tahoe Transportation District and other Stakeholders to implement the Hwy. 50 South Shore Community Revitalization Project (aka "Loop Road Project"); Completion of the Administrative Draft EIR/EIS
t	Identify and implement solutions to stabilize Lake Tahoe water rates
u	Working in partnership with residents and businesses, develop long term solutions to stabilize water rates including grants

<u>Natural Environment, Resources and Cultural Heritage</u>	
<i>Objective: Douglas County will preserve the County's natural environment resources, and its cultural heritage.</i>	
v	Secure passage of the Douglas County Conservation Act
w	Develop Lake Tahoe TMDL management plan, coordinate TMDL cooperative with GIDs and Nevada Department of Transportation, and identify County resource to assist in oversight

<u>Manage Growth and Change</u>	
Orderly and sustainable development and growth of community	
<i>Objective: Orderly and sustainable development and growth of community</i>	
x	Analyze the feasibility of consolidating or sharing services between multiple taxing units in Douglas County
y	Work in partnership with residents, businesses, public entities and stakeholders to develop multimodal transportation solutions for improved connectivity and economic development, including seeking grants

BOARD OF COMMISSIONERS

1594 Esmeralda Avenue, Minden, Nevada 89423



James R. Nichols
COUNTY MANAGER
775-782-9821

COMMISSIONERS:
Doug Johnson, CHAIRMAN
Nancy McDermid, VICE-CHAIRWOMAN
Greg Lynn
Lee Bonner
Barry Penzel

To: Board of County Commissioners

From: Finance Division

RE: Staff Update to Current Strategic Plan (Priorities/ Objectives/ Goals)
Fiscal Years 2015-2018

Financial Stability – Financial Strength and Integrity of Organization

- a. Develop Strategies to address long term financial stability
 - *Developed and received Board approval of two-year water rates for Lake Tahoe water utilities*
 - *Developed a financing plan for the Airport's East Side Utilities Project. Received Board approval and issued \$1,075,000 in bonds, which will allow the Airport to maintain a significant amount of its reserves to leverage future grant funding for other needed capital improvements.*
- b. Identify opportunities for more cost-effective services for our residents through regional partnerships, consolidation of services, privatization and shared services
 - *Assisted Carson City with building inspection services during their transition to a private contractor.*
 - *Began exploring possibility of shared services with Carson City in the areas of risk management.*
- c. Utilize Priority Based Budgeting Program for on-going financial and budget decision making
 - *Used Priority Based Budgeting Program to analyze request for and recommend additional Building Inspector position.*
 - *Conducted on-line Manage the County's Checkbook forum to engage residents in the Priority Based Budgeting process.*
- d. Develop a technology plan to address the County's future technology needs
 - *Implementing the remaining recommendations from the Technology Assessment*
 - *Implementing the recommendations from the financial systems applications audit*
 - *Updating IT data security capabilities to meet requirements for Criminal Justice Information Systems and Personal Credit Information standards*
 - *Increasing broadband services for County departments and agencies*
 - *Consolidating locally hosted web services to Technology Services Department*
- e. Develop a facilities plan to address the County's future facility needs
 - *Public Works is currently working on several key components of its facilities plans. These work efforts include:*

- CH2MHill is in the process of performing a comprehensive Supervisory Control and Data Acquisition (SCADA) Master Plan for all of the County's water and wastewater facilities. The work is approximately 75% complete.
- Awarded a contract to CH2MHILL to perform a capacity analysis of the North Valley Wastewater Treatment Facility. The study will include a review and update to the existing Sewer Facilities Plan to identify future facility needs and project timing, as well as capital financing requirements.
- Public Works has completed the Request for Proposals (RFP) process to perform a comprehensive Preliminary Engineering Report (PER) for the County's Lake Tahoe Water Systems. The PER will be used to identify future infrastructure needs and capital financing requirements. It is anticipated that Public Works will recommend to the Board an award of contract to the selected consultant in January 2015.
- Far West Engineering has completed the initial groundwater evaluation and site selections under the West Valley Hydrogeologic Study. The final phase of the study will involve test drilling wells at the selected sites to evaluate water production and quality for potential future wells.

Ultimately, the various individual facility plans will be incorporated into a more comprehensive regional facilities plan.

f. **Form an Investment Advisory Committee (IAC)**

- *The Investment Policy allows for the formation of an Investment Advisory Committee (IAC), charged with annual review of the policy and other matters related to the investment of County funds. When appointed, the new Treasurer and the Chief Financial Officer will work together on the formation of the IAC as provided for in the investment policy, and will hold the IAC's first meeting to be held as soon as possible in 2015.*

g. **Find opportunities to utilize Technology in all Departments and within strategic goals to become more efficient**

- 911 Emergency Services: *Law Enforcement ProQA protocol system has been purchased, wave one of three training sessions have been completed; this will result in all three disciplines (Fire, Medical and Law Enforcement) will be processed through the protocol system seamlessly via the Computer Assisted Dispatch software. Continuing to reduce the amount of paper consumption by scanning documents into an automated filing system then repurposing those documents for notepaper usage within the department, this has resulted in office supply savings. Replaced all workstations with wireless keyboard and mice, this has resulted in improved efficiency and workspace utilization of staff.*
- Public Works: *Working with IT to identify and utilize technology to improve operational efficiencies as part of the SCADA Master Plan Update.*
- Technology Services: *Enabling County entities to acquire and utilize crowdsourced data. Increasing network performance for all County facilities. Working on upgrading audio and video technology in Boardrooms, and acquiring a mobile A/V system for meetings at other locations. Evaluating options to replace current HRIS system to enable additional features including electronic timesheets, automated HR forms, and employee self-service. Reviewing audit recommendations to replace current cashiering system and process. Developing a new interactive Intranet for sharing data and information with County employees.*

Safe Community – Safe Environment for residents, business and visitors

- h. Develop a comprehensive Continuity of Operations Plan (COOP) for Douglas County and encourage the participation of all special districts within the county
- *We have completed the updating of data for the 24 county departments participating and the 10 other jurisdictions that have chosen to participate in this Douglas County effort. Participants are now reviewing those updates. Once completed and with needs assessed, we will begin working on identifying alternate facilities and the associated communications needs which will be required. This will include IT capacity as well. Once this final step is completed we will bring the Plan to the Board for consideration. Individual site exercises will also be conducted in the fall of 2015.*
- i. Revise the Douglas County Emergency Operations Plan to include elements of the recently adopted/FEMA approved Hazard Mitigation Plan Update and to incorporate necessary changes in the application of the Emergency Response Plan
- *After the first of the year we will be sending out all the annexes for review and update to the departments/agencies with primary and secondary responsibility. We will be adding at least one Annex to cover the Minden/Tahoe Airport and will see some extensive modifications with the Public Notification Annex (Annex I). We will also be participating in the Regional EOC Program in 2015.*

Economic Vitality – Create an environment that fosters job growth, increases tourism and attracts business

- j. Work with Tahoe Stakeholders to identify viable options to implement South Shore Vision
- *Completion of the Tahoe Douglas Area Plan will be an important next step in being able to attract investment to the South Shore (See item n for that update).*
 - *Conventions, Sports, and Leisure International conducting a feasibility Study primarily funded by the South Tahoe Alliance of Resorts to evaluate a possible entertainment venue on the South Shore.*
 - *The Highway 50 South Shore Community Revitalization Project (aka Loop Road) environmental review will be completed in 2015 (see Item s). Discussions to obtain funding for the project through legislative representatives are ongoing.*
 - *Overall Objective is a 20 year objective; 15% complete*
- k. Implement Economic Vitality priority projects, including a new open for business project to enhance responsiveness to needs of local business and identify/initiate additional tourism events/opportunities in the County
- *Website Update/Revision was launched on September 23, 2014 that included a new Doing Business Portal. Presentations made regarding the new website at the Critical Issues Conference in September and at the Carson Valley Chamber of Commerce Luncheon in October.*
 - *The Board approved a Text Amendment in December that allows for Helicopter landings in Light Industrial Zoning. This is a result of identification of business needs during the Pre-application process with Community Development.*
 - *Economic Development Performance Indicators report presented to the Board in December.*
 - *Each Economic Vitality Team will update the Board on progress at least once each year. The Sports Aviation Destination Team presented an update in December. The Countywide Connectivity Team will present its update in February including a number of potential tourism opportunities.*
 - *Open for Business Project – 40% Complete; Target date December 2016*

1. Examine and revise Title 20
 - *Due to staffing shortages, workshops with the Planning Commission have not occurred. Updated schedule now considers workshops with the Planning Commission in spring/summer 2015. Community Development staff have had discussions with the Agricultural representatives to consider changes to ranch heritage parceling, 2-acre parcel every five years, and expanding allowed agricultural uses. Board direction on these code sections occurred on August 7, 2014 and potential changes should be brought forward for Board consideration in early 2015. Due to other priority items, staff has not completed the survey for updating the sign ordinance along with developing a half-day public workshop with business and community leaders in the hopes of providing input on changes to the sign ordinance.*
- m. Work with the Towns of Minden and Gardnerville and other stakeholders to finalize Valley Vision projects and leverage funds for implementation
 - *The Town of Gardnerville has approved its priorities*
 - *The Town of Minden has formed a Steering Committee to explore creating a Main Street Minden District.*
 - *The Town of Minden adopted its Strategic Plan for FY 2015-2020 which includes objectives to support the Valley Vision efforts.*
 - *The County Manager and Town Managers will be meeting to discuss how the set aside funds can best be leveraged to achieve the priorities of the Valley Vision.*
 - *50% complete; Target date July 2015*
- n. Create local area plan for Lake Tahoe – Lake Regional Plan TRPA consistent with regional plan update
 - *The Planning Commission and Board of Commissioners adopted the new Tahoe Douglas Area Plan (phase 2) in October 2014, including a draft code (Title 20) and draft design guidelines. The second reading of the ordinance for the code changes is scheduled for January 15, 2015. The environmental analysis is in draft form and being reviewed by TRPA. Once the environmental document is ready for hearing, all items will be heard by the TRPA Regional Planning Implementation Committee and the TRPA Governing Board. Final adoption by TRPA is expected in early spring 2015. 80 percent complete*

Infrastructure – Efficiency and responsiveness in addressing community issues and needs

- o. Working in partnership with residents and business, develop long term solutions to fund preventative road maintenance
 - *Public Works presented to the RTC a discussion regarding funding local road maintenance. The RTC approved a motion to recommend to the Board the implementation of a Road GID to fund local road maintenance.*
 - *Staff continues to meet and participate in monthly meetings with interested business leaders and transportation officials to develop strategies to properly fund transportation and multimodal projects in Douglas County. Representatives from the business community will present their findings and recommendations regarding “Countywide Connectivity” to the Board in February, 2015.*
- p. Construct a Community Center in the Carson Valley
 - *Project Complete*

- q. Identify funding to support the continuation of the east-side improvement at the Airport
- *Obtained Board approval on a Notice of Sale Resolution and funding from a revenue bond received to finance the construction of electric, water and sewer utilities to serve this section of the Airport, while maintaining reserves for future capital needs and to a source of matching funds to leverage grants. Engineering Scope of Work is approved and engineering has commenced. Project completion in 2015.*
- r. Pursue stormwater grants for flood water mitigation
- *Several grants for flood water mitigation have been obtained since the last strategic plan update was completed including:*
 - i. *\$85k was awarded to produce accurate floodplain limits for the Alpine View Estates Zone A floodplain. The current floodplain is just an estimate. The new floodplain limits will provide base flood elevations and more exact floodplain limits.*
 - ii. *\$75k was awarded to complete preliminary design of a 30-foot embankment on Smelter Creek. This embankment would eliminate remove 98 parcels from the primary floodplain and 82 parcels from the 500 year floodplain. The grant will also be used to complete a preliminary cost estimate which the County may use to obtain a pre-disaster mitigation grant.*
 - iii. *The State Route 88 culvert expansion has been awarded by FEMA. This grant will install culverts between the Cottonwood Slough and the East Fork of the Carson River. This will allow 100-year floodwaters to pass without overtopping State Route 88. This will remove 99 residences from the primary floodplain.*
 - iv. *An application was submitted to the US Army Corps of Engineers to assist the County with an Area Drainage Master Plan for Johnson Lane. This study would identify flow paths and recommended infrastructure improvements to mitigate the 100-year flood.*

Other grant funded projects that are currently underway include; the Hwy US395 culvert expansion just south of Muller Parkway, and a study to evaluate the restoration of the East Fork of the Carson River to its historic channel just south of the Allerman/Virginia Ditch and Rocky Slough diversion structure.

- s. Provide active leadership in coordination with Tahoe Transportation District and other stakeholders to implement the HWY 50 South Shore Community Revitalization Project (aka "Loop Road Project) Completion of the Administrative Draft EIR/EIS
- *TTD has received comments on the Tech Report.*
- t. Identify and implement solutions to stabilize Lake Tahoe water rates
- *The Board recently adopted rate resolutions establishing 2-Year water rates, fees and charges for the Cave Rock/Uppaway, Skyland and Zephyr Water Utility District. The adopted 2-Year water rates allows time for staff to develop and present a comprehensive Preliminary Engineer Report ("PER") to identify needed capital improvements for the three Lake Tahoe water systems. In the development of the water rates, the Board approved the use of a General Fund Transfer-in to meet the County's Financial Policy for debt coverage. In addition, the Board approved the use of the General Fund Transfer-in to support the Cave Rock/Uppaway Water System Capital Reserves. These actions help to improve the financial stability of those water funds.*
- u. Working in partnerships with residents and business, develop long term solutions to stabilized water rates including grants
- *Public Works submitted a funding request to the U.S. Army Corps of Engineers ("ACOE") under the Water Resources Development Act ("WRDA") for grant funding for capital infrastructure projects for the Lake Tahoe water systems and the North Valley Wastewater Treatment Facility. The ACOE has acknowledged the County's grant request and will*

consider funding these projects subject to adequate funds being appropriated for environmental infrastructure projects nationwide. Staff will continue to seek other grant funding opportunities (i.e. U.S. Department of Agriculture) as the Lake Water Systems PER and Sewer Capacity Analysis are developed and projects identified.

- *Public Works continues to work closely with the Economic Vitality Manager to advise potential businesses and industries on related water and sewer issues and capacity availability.*

Natural Environment, Resources and Cultural Heritage

- v. **Secure passage of the Douglas County Conservation Act**
 - *Senator Heller and Senator Reid introduced the Douglas County Conservation Act of 2013 in the U.S. Senate on June 27, 2013, S. 1263*
 - *Conferences held with Senator Heller and Senator Reid's offices to consolidate language and correct minor technical text and mapping errors that existed in the Douglas County Conservation Act of 2013, S. 1263*

Next Steps

- *Senator Heller and Senator Reid will reintroduce of the Douglas County Conservation Act of 2015 in the U.S. Senate in the 114th Congress*
 - *Congressman Amodei will introduce the Douglas County Conservation Act of 2015 in the U.S. House of Representatives in the 114th Congress*
 - *Legislative hearing before the Senate Committee on Energy and Natural Resources*
 - *Legislative hearing before the House Committee on Natural Resources*
 - *Passage of the Douglas County Conservation Act of 2015 by both Houses of Congress*
 - *Presidential signature of the Douglas County Conservation Act of 2015 into Public Law*
 - *90% complete; Target date December 2016*
- w. **Develop Lake Tahoe TMDL management plan, coordinate TMDL cooperative with GIDs and Nevada Department of Transportation, and identify County resource to assist in oversight**
 - *The Stormwater Load Reduction Plan (SLRP) was reviewed by Nevada Division of Environmental Protection (NDEP) and a revised SLRP was resubmitted to NDEP on November 30, 2014 as specified in the ILA entered into in August of 2013. The SLRP is currently under review for approval. The SLRP outlines the necessary actions by the County to achieve TMDL milestones for the next 15 years. Oversight of TMDL implementation remains the responsibility of the Community Development Department. Douglas County has filled the stormwater program manager position. The stormwater program manager will be the main point of contact within Douglas County for the implementation of the TMDL.*

Manage Growth and Change – Orderly and sustainable development and growth of community

- x. **Analyze the feasibility of consolidating or sharing services between multiple taxing units in Douglas County**
 - *Continuing to evaluate opportunities to share services with local districts and regional partnerships*

- y. Work in partnership with residents, businesses, public entities and stakeholders to develop multimodal transportation solutions for improved connectivity and economic development, including seeking grants
- *The Countywide Connectivity Economic Vitality Team has met regularly since June 2014 to bring forward a comprehensive list of multimodal transportation and connectivity projects.*
 - *An update of the team's progress will be presented to the County Board of Commissioners in February, 2015.*
 - *15% complete; Target date December 2016*

911 EMERGENCY SERVICES

FY14/15 Strategic Objectives & Annual Goals

- Strategic Objectives are the long-term, continuous strategic focus areas that move the organization closer to achieving the vision.
- Annual Goals are the short-term goals that convert the strategic objectives into specific performance targets during the year.

Objectives	Related PBB Priorities
1. Upgrade or replace the current community emergency notification system.	Safe Community
2. Install Pictometry software to interface with Spillman CAD.	Safe Community
3. Transition to the Syntrix GIS CAD software.	Safe Community / Reliable, Well-Maintained Infrastructure
4. Install, train and implement the Law Enforcement ProQA software, completing the departments goal of having all three disciplines on the ProQA system.	Safe Community
5. Install fax server software to replace fax machine – allowing all CAD workstations to seamlessly interface with faxing software, increasing productivity.	Reliable, Well-Maintained Infrastructure

Goals	Related Dept. Programs	% Complete
1. Current community emergency notification system requires replacement due to outdated software and hardware. Reviewing current vendor and others to get maximum cost benefit.	911 Dispatch (overall)	100%
2. Installing Pictometry to interface with the CAD system allows the dispatchers to have access to numerous geospatial tools they currently do not have, all in one location within CAD.	911 Dispatch – DCSO, 911 Dispatch – EFPD, 911 Dispatch – TDF, 911 Dispatch – ACSO, 911 Dispatch - WTPD	25%
3. Transition from our current GIS mapping product to the Syntrix mapping module, this greatly increases the efficiency of receiving and updating mapping data from the GIS department, removes a cumbersome and often error producing updating steps the system administrator must currently do.	911 Dispatch (overall)	75%
4. Installing and training staff on the Law Enforcement ProQA software completes the department goal of having all three public safety disciplines on the ProQA system – this ensures the department is in full compliance with international public safety dispatching standards.	911 Dispatch – DCSO, 911 Dispatch – WTPD, 911 Dispatch - ACSO	50%
5. Utilizing a fax server will replace the current 'costly' fax machine; this software allows dispatchers to receive and send faxes from the CAD workstation, this substantially increases productivity in the operations center.	911 Dispatch (overall)	100%

MINDEN-TAHOE AIRPORT

FY14/15 Strategic Objectives & Annual Goals

- Strategic Objectives are the long-term, continuous strategic focus areas that move the organization closer to achieving the vision.
- Annual Goals are the short-term goals that convert the strategic objectives into specific performance targets during the year.

Objectives	Related PBB Priorities
1. Complete utilities on the East Side and develop strategic plan for hangars, ramps, tiedowns and commercial structures.	Economic Vitality, Managed growth and Development
2. Continue research and development of new commercial aeronautical business	Financial Stability
3. Continue efforts with statewide Unmanned Aerial Systems for development of local area manufacturing	Economic Vitality
4. Achieve recognition of the Minden-Tahoe Airport as a designated National Landmark of Soaring	Preservation of Natural Environment, Resources, and Cultural Heritage
5. Develop pavement maintenance plan to better manage the condition and preservation of the airport runways, taxiways and ramps	Reliable, well maintained infrastructure.

Goals	Related Dept. Programs	% Complete
1. Improvements to airport electrical system and airfield lighting. Design and engineering.	Capital Project, Maintenance Land	10%
2. Update to airport layout plans including aeronautical survey.	Maintenance Air	10%
3. Rehabilitation of Runway 12/30, engineering and design.	Maintenance Land	5%
4. Increase the size and improve the condition of the Eastside Glider Staging ramp.	Capital Project, Maintenance Land	15%
5. Airport Manager will become Chair of the Carson Valley Visitor Authority Board of Directors.	Promoting community relations	90%
6. Continued coordination with BLM, Forestry Service and EFFD to increase the presence of SEATS and additional firefighting aircraft presence at the airport.	Airport Administration	45%
7. Additional work on increased revenues and expense reductions.	Airport Administration	45%
8. Upgrade to Aviation Roundup to include full airshow. All acts have been contracted, working on sponsorships and FAA paperwork.	Promoting community relations	55%
9. Application is being submitted for a military flight team (USAF Thunderbirds or USN Blue Angels) for our 2015 Aviation Roundup Air Show. Should have final decision from the Air Force early January.	Promoting community relations	100%
10. Detailed planning for East side Aviation Complex facility with consideration for space to hold small (500) conventions including non-aeronautical gatherings.	Airport Administration, Promoting community relations	35%

ECONOMIC DEVELOPMENT/VITALITY

FY14/15 Strategic Objectives & Annual Goals

- Strategic Objectives are the long-term, continuous strategic focus areas that move the organization closer to achieving the vision.
- Annual Goals are the short-term goals that convert the strategic objectives into specific performance targets during the year.

Objectives	Related PBB Priorities
1. Improve the business climate.	Economic Vitality
2. Attract businesses that are unique and marketable.	Economic Vitality
3. Maintain the exceptional quality of life.	Economic Vitality
4. Enhance education and workforce.	Economic Vitality
5. Preserve the natural environment and improve infrastructure.	Economic Vitality

Goals	Related Dept. Programs	% Complete
1. Complete development of "Doing Business" section of the County's website. (Open for Business)	Economic Vitality Program Implementation	100%
2. Seek Economic Development Administration grant funding for a feasibility/cost analysis for the V&T railroad tourist excursion loop from Minden to Genoa. (Distinctive Downtowns/Transportation Attractions)	Economic Vitality Program Implementation, Economic Vitality Services Support	50%
3. Work with Towns of Minden and Gardnerville to develop and present town priorities for Valley Vision implementation to the Board of Commissioners for approval. (Distinctive Downtowns)	Economic Vitality Program Implementation	35%
4. Develop a community Wi-Fi for Genoa. (Distinctive Downtowns)	Economic Vitality Program Implementation	10%
5. Complete outreach to stakeholders to identify alternative routes for the Pony Express Trail. (Tremendous Trails)	Economic Vitality Program Implementation	5%
6. Accelerating Advanced Manufacturing Team to complete 12 site visits and follow-up with existing technology businesses.	Economic Vitality Program Implementation	15%

FINANCE

FY14/15 Strategic Objectives & Annual Goals

- Strategic Objectives are the long-term, continuous strategic focus areas that move the organization closer to achieving the vision.
- Annual Goals are the short-term goals that convert the strategic objectives into specific performance targets during the year.

Objectives	Related PBB Priorities
1. Continue to develop long-term financial strategies to support financial stability of the organization.	Financial Stability
2. Expand and enhance the use of technology systems to achieve greater efficiency in operations and provide better customer service.	Financial Stability
3. Enhance financial reporting both internally and externally to improve communications and transparency.	Financial Stability
4. Develop financing strategies for infrastructure and capital improvement funding.	Financial Stability Well Maintained Infrastructure
5. Continue to refine Priority Based Budgeting model and utilize in financial decision making where possible.	Financial Stability

Goals	Related Dept. Programs	% Complete
1. Complete annual independent financial audit with new audit firm, and publish the County's first Comprehensive Annual Financial Report.	General Accounting, Financial Reporting	100%
2. Develop Five-Year Financial Forecast and Plan for all major funds for use in financial decision-making and budget development.	Budget	70%
3. Conduct Vehicle Maintenance Cost Analysis	General Accounting, Budget	50%
4. Clarify and update Douglas County Transient Occupancy Tax code.	Room Tax Administration	50%
5. Acquire a new Payroll and Human Resources software system to automate currently manual processes, and to provide position control and budgeting capability.	Payroll, Budget	30%
6. Review Accounts Payable operations to gain process efficiencies.	Accounts Payable	45%
7. Analyze project accounting software module for implementation to enhance capital improvement project accounting.	Capital Asset Accounting	10%
8. Implement grant accounting software module.	Grant Accounting	10%
9. Complete financing plans for water infrastructure improvements.	Debt Management	45%

HUMAN RESOURCES

FY14/15 Strategic Objectives & Annual Goals

- Strategic Objectives are the long-term, continuous strategic focus areas that move the organization closer to achieving the vision.
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Objectives	Related PBB Priorities
1. Conduct labor negotiations with efficiency and effectiveness. Maintaining quality labor relations programs throughout the year.	Financial Stability
2. Conduct regular efficiency studies to ensure services are provided at the most reasonable cost while maintaining quality services and program integrity.	Financial Stability
3. Develop and Implement Uniform Selection Guidelines (USG) that comply with Federal, state, local, and industry requirements and standards. This includes county-wide background investigation standards.	Financial Stability
4. Take proactive measures to manage the cost of employee health care, while providing employees quality coverage in accordance with applicable laws.	Financial Stability
5. Conduct, implement and maintain a classification and compensation study to ensure the county's classification and compensation system attracts and retains a quality workforce.	Financial Stability
6. Develop and implement employee development strategies, including employee and supervisor training and development.	Financial Stability

HUMAN RESOURCES CONTINUED

Goals	Related Dept. Programs	% Complete
1. Implement and manage improved employee development and training. Offer additional on-site courses and launch a new user-friendly on-line training program that.	Employee Training and Development	60%
2. Develop and implement policy with mandatory training requirement for employees and supervisors.	Employee Training and Development, Risk Management	15%
3. Conduct efficiency study on workers' compensation program and the liability program to ensure program effectiveness and cost controls are in place. Implement changes that improve costs and maintain program integrity.	Risk Management	30%
4. Implement and maintain classification and compensation system that meets County needs while attracting and retaining a quality workforce.	Classification and Compensation, Labor Relations	80%
5. Develop and Implement Uniform Selection Guidelines (USG) policy that complies with Federal, state, local, and industry requirements and standards.	Recruitment Selection	80%
6. Continue to closely monitor and study health care utilization and implement cost control measures while retaining quality coverage.	Benefit Administration	80%
7. Develop and management human resources metrics that will provide department quality decision making information to better manage their human capital.	Labor Relations	40%
8. Successfully negotiate four labor contracts to include EFFPD, DCSPA, DCSPA-SBU, and DCEA.	Labor Relations	25%
9. Continue to conduct conflict resolution meeting to mitigate potential employee complaints.	Labor Relations	50%

COMMUNITY DEVELOPMENT Administration

FY14/15 Strategic Objectives & Annual Goals

- Strategic Objectives are the long-term, continuous strategic focus areas that move the organization closer to achieving the vision.
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Objectives	Related PBB Priorities
1. Hire consultant and complete the update to the Douglas County Transportation Plan	Managed Growth and Development Safe Community
2. Pursue the establishment of a Carson Valley Stormwater Program, working with the CWSD, local officials, and citizen participation	Managed Growth and Development Safe Community Preservation of Natural Environments, Resources, and Cultural Heritage
3. Evaluate the department's web page information and make changes to enhance and improve access to records and other permit data, thereby improving customer service to our citizens	Economic Vitality Financial Stability
4. Pursue new permit tracking system for the department, working with the Technology Services Committee to enhance the department's efficiency and productivity	Economic Vitality Financial Stability
5. Work with FEMA representatives to complete the flood impact analysis and remapping process for the eastern Pinenut range washes	Managed Growth and Development Safe Community

Goals	Related Dept. Programs	% Complete
1. Adoption of the Tahoe Douglas Area Plan (phase 2), including design standards and development code provisions	Director Services, Administrative Support	90%
2. Work with the Chamber, Business Council, business owners, Towns, and citizens to amend the sign ordinance and other sections of Title 20 that pertain to property design elements and development standards	Code Enforcement, Director Services, Administrative Support	0%
3. Establish TRPA review fees as outlined in the adopted MOU, and consider amendments to other department fees, re-evaluating the overall cost of services	Director Services, Administrative Support	75%
4. Continue to scan permit documents to ensure that the department meets the records retention requirements per NRS, and train appropriate personnel for purging of files, preparation of documents to scan, and quality control processes	Administrative Support	30%
5. Provide the resources to train staff within each division to process all TRPA permits that are required of the county under the adopted MOU	Director Services, Administrative Support	0%

COMMUNITY DEVELOPMENT Building

FY14/15 Strategic Objectives & Annual Goals

- Strategic Objectives are the long-term, continuous strategic focus areas that move the organization closer to achieving the vision.
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Objectives	Related PBB Priorities
1. Train staff to start TRPA reviews and inspections.	Managed Growth and Development
2. Explore options for new permitting software.	Safe Community Economic Vitality
3. Explore options for electronic building permit submittals.	Safe Community Economic Vitality
4. Continue to cross train staff in order to provide consistent service for the public.	Safe Community

Goals	Related Dept. Programs	% Complete
1. Continue to provide fast efficient plan reviews to allow builders and homeowners to have successful projects	Building Official Services	75%
2. Explore options to support electronic building permit submittals and reviews.	Building Official Services	25%
3. Cross train all staff to work the public counter.	Building Official Services	25%
4. All building division staff to attend at least 16 hours of continuing education.	Building Official Services	75%
5. Train staff for reviews and inspection to enact our agreement with TRPA to provide these services.	Building Official Services	15%
6. Continue to scan and electronically store all finale building permit records.	Building Plan Review	100%

Goal #6 – FY14/15 on-call administrative support staff hired to support Building Inspector's current scanning needs.

COMMUNITY DEVELOPMENT Engineering

FY14/15 Strategic Objectives & Annual Goals

- Strategic Objectives are the long-term, continuous strategic focus areas that move the organization closer to achieving the vision.
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Objectives	Related PBB Priorities
1. Continue to enforce development standards relating to the design and construction of private development.	Reliable, Well Maintained Infrastructure
2. Pursue grant funding opportunities for water quality, flood control, and economic development purposes.	Financial Stability
3. Coordinate with Nevada Tahoe Conservation District and the Nevada Division of Environmental Protection for the continued implementation of the TMDL and for future water quality projects.	Preservation of Natural Environments, Resources, and Cultural Heritage
4. Work with the Federal Emergency Management Agency to ensure that floodplain maps within the County are technically correct and floodplain limits are accurately shown.	Managed Growth and Development
5. Foster a relationship with other Federal, State, utility providers, general improvement districts and towns and jurisdictions to promote quality development and reduce a duplication of efforts.	Managed Growth and Development

Goals	Related Dept. Programs	% Complete
1. Submit the update of the Design Criteria and Improvement Standards to the Board of Commissioners for adoption.	County Engineer Services	85%
2. Work towards construction of water quality improvements at Burke Creek, Cave Rock, and Zephyr Cove. Begin registering catchments for the TMDL.	Site Improvement Permitting, Construction Inspection and Management	60%
3. Comply with the FEMA Community Rating System (CRS) Activity 540 requiring the mapping of all storm drain assets and begin an annual inspection and maintenance program.	County Engineer Services	40%
4. Complete the design of the Martin Slough Bike Trail from Gilman Avenue to Lucerne Street.	County Engineer Services	35%
5. Assist FEMA through the public process of floodplain map revision for Buck Brush, Sunrise, Airport, and Johnson Lane washes.	County Engineer Services	0%

Notes:

Goal 1: Division 11 of the Design Criteria and Improvement Standards adopted by BOCC on December 4, 2014.

Goal 2: Construction of Cave Rock water quality improvement is complete. Design is underway for Burke Creek. Zephyr Cove has been completed through 60% design and is progressing to final design. Work to begin in spring 2015.

Goal 3: New Storm Water Program Manager has started mapping all storm drain assets and inspection has begun.

Goal 4: 30% plans complete. Working toward 60% plans.

Goal 5: Final floodplain maps are still under FEMA's review. Once approved, the public process will begin in earnest.

COMMUNITY DEVELOPMENT Planning

FY14/15 Strategic Objectives & Annual Goals

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Objectives	Related PBB Priorities
1. Adopt the Tahoe Douglas Area Plan (phase 2) and associated code amendments, design guidelines, and development standards	Economic Vitality Managed Growth & Development Preservation of Natural Environment, Resources, and Cultural Heritage
2. Adopt amendments to the Genoa Historic District Overlay development standards	Economic Vitality Managed Growth & Development Preservation of Natural Environment, Resources, and Cultural Heritage
3. Amend the County Sign Ordinance	Economic Vitality Managed Growth & Development
4. Adopt amendments to Title 20 – reorganization and reformatting	Economic Vitality Managed Growth & Development

Goals	Related Dept. Programs	% Complete
1. Hold Workshops to solicit property owner input on land use for the Tahoe-Douglas Area Plan; prepare environmental analysis and design guidelines; develop draft master plan and code amendment language to implement the Tahoe-Douglas Area Plan; coordinate with TRPA for adoption; hold public hearings with Planning Commission and Board of County Commissioners.	Master Plan Amendment & Code Implementation	90%
2. Hold workshops on the reformatting and reorganization of Title 20	Master Plan Amendment & Code Implementation	5%
3. Prepare modified language for the residential allocations in the Tahoe Basin so as to link the allocation to a building permit, present to the Board of County Commissioners.	Master Plan Amendment & Code Implementation	100%
4. Continue to work with the Genoa Historic District Commission and members of the community on code language regarding the authority of the Genoa Historic District Commission and its review of development applications.	Master Plan Amendment & Code Implementation	5%
5. Present the NDOT Bicycle Plan to the Board of County Commissioners for adoption. Following adoption, prepare an implementation plan.	Master Plan Amendment & Code Implementation	100%
6. Implement the Memorandum of Understanding (MOU) with TRPA so that the County issues those permits identified in the MOU, and train staff regarding the building and permitting requirements in the Basin.	Master Plan Amendment & Code Implementation	10%
7. Obtain direction regarding Medical Marijuana Establishments from the County Board of Commissioners, draft regulations that reflect that direction; and conduct public hearings on the text amendment.	Master Plan Amendment & Code Implementation	100%
8. Solicit community input regarding the sign regulations; prepare modifications to the regulations based on input; conduct public hearings with the Planning Commission and the Board of County Commissioners.	Master Plan Amendment & Code Implementation	0%
9. Work with the Douglas County Agricultural Association regarding land division of agricultural lands, present ideas to the BOCC; prepare amendments based on BOCC direction.	Master Plan Amendment & Code Implementation	15%

COMMUNITY SERVICES

Parks

FY14/15 Strategic Objectives & Annual Goals

- Strategic Objectives are the long-term, continuous strategic focus areas that move the organization closer to achieving the vision.
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Objectives	Related PBB Priorities
1. Continue working with Design/Build team to construct the Douglas County Community and Senior Center and associated landscape improvements.	All Priority Based Budgeting Priorities
2. As the County recovers from the recent economic challenges, restore the appearance of county parks to their previous high standards.	All Priority Based Budgeting Priorities
3. Develop new and improve existing facilities to meet the demands of a growing and ever changing community.	All Priority Based Budgeting Priorities
4. Continue to expand the number of residents served with the weed control service while at the same time increasing revenues to the County.	Preservation of Natural Environment, Resources and Cultural Heritage, Safe Community
5. Monitor for and proactively initiate control/abatement measures for noxious weeds identified by the Nevada Department of Agriculture as Early Detection/ Rapid Response Weeds.	All Priority Based Budgeting Priorities

Goals	Related Dept. Programs	% Complete
1. Complete construction of Phase II of Stateline-to-Stateline Bikeway. Develop plans and begin construction of Phase III.	Park Development	100%
2. Assume maintenance of landscaped areas and trail at Monterra subdivision, through LMAD created.	Grounds Maintenance Non-Parks	100%
3. Replace well and install new plumbing and pressure tanks in Lampe well house.	Irrigation Repair and Maintenance	100%
4. Install irrigation and landscape improvements at Herbig Park.	Park Development	50%
5. Install cardlock system to boat/RV storage area at Topaz Lake Recreation Area.	Park Development, Fee Collection/Enforcement	75%
6. Develop plans for playground system replacement at Ranchos Aspen Park.	Park Development, Playground Inspection and Maintenance	0%
7. Replace field lighting on Lampe Field #2.	Park Development, Youth Sports	25%
8. Augment and update noxious weed information on website.	Community Education and Outreach/Enforcement	0%
9. Develop and submit 2 newspaper articles on weeds and their control.	Community Education and Outreach/Enforcement	0%

COMMUNITY SERVICES Recreation

FY14/15 Strategic Objectives & Annual Goals

- Strategic Objectives are the long-term, continuous strategic focus areas that move the organization closer to achieving the vision.
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Objectives	Related PBB Priorities
1. Work with Design/Build team to construct the Douglas County Community and Senior Center and associated landscape improvements.	All Priority Based Budgeting Priorities
2. Implement the reorganization plan for the Community Services Department including the operation plan and staffing for the new Douglas County Community and Senior Center.	Financial Stability
3. Utilize new county website features and new Recreation Management Software to enhance service to customers through online registration.	Reliable, Well-Maintained Infrastructure
4. Maintain an annual public review process to review the department's fee schedule for programs and facilities.	Managed Growth and Development, Financial Stability
5. Work with the Community Services Foundation and the department Gift Catalog program to develop a comprehensive list of prioritized equipment needs for the Douglas County Community and Senior Center.	Reliable, Well-Maintained Infrastructure, Financial Stability

Goals	Related Dept. Programs	% Complete
1. Participate in regular meetings and the ongoing review of construction documents to insure the Design/Build Team constructing the new Douglas County Community & Senior Center maintains their schedule and our standards.	Parks Development	100%
2. Implement Community Services reorganization plan with review of position structure and job descriptions for the new Douglas County Community and Senior Center. Recruit, hire and train new staff for the facility.	All Programs	90%
3. Update the content of Community Services Department web pages, including online forms and documents, on the Douglas County website, with consideration given to introducing online registration to Recreation customers.	Promotion	30%
4. Implement the transition to a new Recreation Management Software program, including new online registration capabilities and facility mapping.	Facility Reservations	50%
5. Review the Programs and Facilities Manual. Conduct a public review process and submit suggested changes to the Board of County Commissioners.	All Programs	25%
6. Continue with departmental fundraising efforts generating at least \$20,000 in Gift Catalog contributions for park facilities and recreation programs. Also update Gift Catalog tracking system and spreadsheet.	All Programs	60%
7. Update prioritized equipment needs list for the Douglas County Community and Senior Center. Implement a tracking mechanism to monitor progress of generated funds.	Facility Operations, Facility Maintenance	30%

COMMUNITY SERVICES

Senior Services

FY14/15 Strategic Objectives & Annual Goals

- Strategic Objectives are the long-term, continuous strategic focus areas that move the organization closer to achieving the vision.
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Objectives	Related PBB Priorities
1. Increase Senior and ADA accessibility through public transit and Independent Living programs.	Managed Growth and Development, Reliable, Well Maintained Infrastructure, Safe Community, Financial Stability
2. Develop Comprehensive Policies and Procedure utilized by Senior Services, DART Transportation and Recreation Divisions.	Managed Growth and Development, Reliable, Well Maintained Infrastructure, Safe Community, Financial Stability
3. Create Educational and Awareness Opportunities.	Managed Growth and Development, Reliable, Well Maintained Infrastructure, Safe Community, Financial Stability
4. Improve Senior Safety and reduce Senior victimization through the creation of independent community response safety teams.	Managed Growth and Development, Reliable, Well Maintained Infrastructure, Safe Community, Financial Stability
5. Implement programming and coordination of services for the New Community and Senior Center.	Managed Growth and Development, Reliable, Well Maintained Infrastructure, Safe Community, Financial Stability

COMMUNITY SERVICES

Senior Services Continued

Goals	Related PBB Programs	% Complete
1. By October 2014, develop and present with Douglas County TRIAD a Senior Education Seminar which addresses Mental Illness and senior health and wellbeing to professionals and seniors living in Douglas County and surrounding areas.	Creating Awareness, Policies update, Improve Senior Safety, Reduce Victimization	100%
2. By November 2014, secure funding from Young at Heart in the amount of \$155,000 to fund and purchase kitchen equipment for the commercial kitchen located in the Community and Senior Center.	Implement Services for New Community and Senior Center, Develop Policies, Increase accessibility	100%
3. By December 2014, develop a Volunteer Training program for satellite and New Senior Center nutrition programs to meet Aging and Disability Services Division recommendations.	Implement Services for New Community and Senior Center, Develop Policies, Increase Accessibility	100%
4. By January 2015, implement departmental and division transition plan to move services to the Community and Senior Center.	Implement Services for New Community and Senior Center, Develop Policies, Increase accessibility, Reduce Victimization	100%
5. By April 2015, open the Senior Center portion of the New Community and Senior Center.	Implement Services for New Community and Senior Center, Develop Policies, Increase accessibility, Reduce Victimization	100%
6. By May 2015, present final Emergency Management Plan to the Senior Advisory Council and Parks and Recreation Commission for direction and recommendation to the Board of Douglas County Commissioners.	Implement Services for New Community and Senior Center, Develop Policies, Increase accessibility, Reduce Victimization	85%
7. By June 2015, develop a Community and Senior Centers Code of Conduct to be utilized at all Senior, DART Transit, and Recreation Division facilities.	Implement Services for New Community and Senior Center, Develop Policies, Increase accessibility, Reduce Victimization	100%

COMMUNITY SERVICES

Social Services

FY14/15 Strategic Objectives & Annual Goals

- Strategic Objectives are the long-term, continuous strategic focus areas that move the organization closer to achieving the vision.
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Objectives	Related PBB Priorities
1. Provide temporary and emergency assistance to all clients in need as mandated by Nevada Revised Statutes and Douglas County policy, including direct assistance, counseling, appropriate referrals and case management. Providing support, education, and personal case planning for low-income families and individuals, to promote and encourage self-sufficiency thru innovative program delivery.	Safe Community Financial Stability
2. Provide services and programs for low-income residents in a fiscally responsible way.	Safe Community Financial Stability
3. Meet grantor requirements and case management needs through obtaining and implementing use of updated client management software.	Economic Vitality Financial Stability
4. Expand access to available services and resources to low-income residents in more isolated areas throughout the county. Develop new programs as opportunities arise.	Economic Vitality Financial Stability
5. Monitor programs transferred from the State to the County in the most fiscally prudent manner.	Financial Stability

COMMUNITY SERVICES

Social Services Continued

Goals	Related Dept. Programs	% Complete
1. Deliver at least two -16 week "Getting Ahead in a Just Getting by World" workshops, education programs, job skill development classes and provide clients with easier access to essential resources.	General Assistance, Emergency & Transitional Housing, Medical Assistance, Workforce Development	50%
2. Aggressively pursue all grant opportunities to maintain and expand existing programs to meet the community's needs. Perform within all grant parameters and successfully pass grant monitoring and audits.	Emergency and Transitional Housing, Workforce Development	50%
3. Further develop staff training and utilization of web-based software with enhanced case management capabilities, including outcome and goal based tracking modules.	General Assistance, Medical Assistance, Child Developmental Services, Indigent Prisoner Medical Care, Burial, Sexual Assault Fund, Medical Assistance, non-resident. Transportation & emergency assistance, non-resident.	50%
4. Continue outreach to Indian Hills and Lake Tahoe and provide additional services to the Topaz Ranch Estates area. To be accomplished through partnerships with the Community Health Nurse and Mental Health Services.	General Assistance, Medical Assistance, Child Developmental Services, Indigent Prisoner Medical Care, Burial, Sexual Assault Fund, Medical Assistance, non-resident. Transportation & emergency assistance, non-resident.	50%
5. Continue to serve the County's elderly and disabled population by continuing our partnership with Carson City Health & Human Services & Douglas County Senior Services as an Aging & Disability Resource Center for Douglas County residents	General Assistance, Medical Assistance, Child Developmental Services, Indigent Prisoner Medical Care, Burial, Sexual Assault Fund, Medical Assistance, non-resident. Transportation & emergency assistance, non-resident.	50%
6. Diligently dissect information and interpret reports provided by the State of Nevada to determine appropriate eligibility and accountability for Child Protective Services, Developmental Services for Children and the 50-50 match Nursing Home programs.	Medical Assistance, Child Developmental Services, Medical Assistance, non-resident.	50%

COMMUNITY SERVICES

Animal Care & Services

FY14/15 Strategic Objectives & Annual Goals

- Strategic Objectives are the long-term, continuous strategic focus areas that move the organization closer to achieving the vision.
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Objectives	Related PBB Priorities
1. Work closely with DAWG, our local veterinarians and dog trainers to continue to provide excellent care and offer opportunities to enhance the quality of life for the animals housed at the Animal Shelter.	Economic Vitality
2. Coordinating with DAWG to continue the Feral Cat Trap and Release program by securing funding through Pet Smart charities. Sterilizing and vaccinating feral cats in Douglas County will control and eventually reduce the feral cat population.	Safe Community
3. Provide public safety to the citizens of Douglas County by responding to animal complaints in a timely manner, offer education, and possible prosecution in order to resolve any issues.	Safe Community
4. Continue to expand our networking with local shelters, rescues, and other agencies in order to increase our successful placement of animals.	Safe Community
5. Protect the health and welfare of Douglas County's citizens and visitors through rabies control.	Safe Community

Goals	Related Dept. Programs	% Complete
1. Continue to be the primary source of contact for citizens trapping feral cats for rabies and sterilization procedures. Keep all statistics as required for reporting to Pet Smart charities.	Rabies Control	100%
2. Partner with Douglas County Sheriff's office regarding upgrading and facilitating the Spillman Mobile dispatch terminals in the Animal Services vehicles which facilitates a quicker response to Animal Services complaints.	Animal Code Enforcement and Investigations	100%
3. Dedicate Animal Services Officer time to enforcing Douglas County dog license requirement by patrolling and posting notices.	Dog Licensing, Rabies Control	100%
4. Coordinate with Carson Valley Chamber of Commerce to provide community service hours assigned to defendants by Douglas County Justice Court.	Animal Care and Sheltering	100%
5. Increase our adoption rate by networking with surrounding animal care facilities/rescues and expanding our outreach using online resources and contacts.	Pet Adoption	100%

PUBLIC WORKS

FY14/15 Strategic Objectives & Annual Goals

- Strategic Objectives are the long-term, continuous strategic focus areas that move the organization closer to achieving the vision.
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Objectives	Related PBB Priorities
1. Pursue collaboration and consolidation to effectively maintain public infrastructure.	Reliable, Well-Maintained Infrastructure
2. Implement a Public Works asset management plan.	Reliable, Well-Maintained Infrastructure
3. Continuous updates to codes, policies and procedures.	Economic Vitality, Managed Growth and Development
4. Facilitate effective communication with stakeholders.	Safe Community, Economic Vitality, Reliable, Well-Maintained Infrastructure
5. Identify and secure funding to maintain a quality infrastructure network.	Reliable, Well-Maintained Infrastructure, Financial Stability

Goals	Related Dept. Programs	% Complete
1. Issue the Request for Proposals and contract with firm to perform a Preliminary Engineering Report for the Lake Tahoe Water Systems Infrastructure Improvements. (Completion Date = 1/2015)	Engineering and Facilities, Planning, Design and Construction	90%
2. Issue the Request for Proposals and contract with firm to perform a Preliminary Engineering Report for the North Valley Wastewater Facility Capacity Analysis. (Completion Date = 1/2015)	Engineering and Facilities, Planning, Design and Construction	100%
3. Complete the Walley's Sewer Lift Station Replacement Design. (Completion Date = 10/2014)	Engineering and Facilities, Planning, Design and Construction	90%
4. Complete the West Valley Hydrogeologic Study. (Completion Date = 1/2015)	Engineering and Facilities, Planning, Design and Construction	65%
5. Implement the Carson Valley Water System Rate Study for FY 2015 – 2109. (Completion Date = 10/2014)	Water and Wastewater Rates	100%
6. Implement the Sewer Utility Rate Study for FY 2015 – 2109. (Completion Date = 10/2014)	Water and Wastewater Rates	100%
7. Implement Lake Tahoe Consolidation Rate Study for FY 2015 – 2109. (Completion Date = 10/2014)	Water and Wastewater Rates	100%
8. Complete the SCADA Master Plan Study. (Completion Date = 1/2015)	Engineering and Facilities, Planning, Design and Construction	75%

TECHNOLOGY SERVICES

Geographic Information Systems & Customer Service

FY14/15 Strategic Objectives & Annual Goals

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Objectives	Related PBB Priorities
1. Develop a plan to improve internal workflow that improves customer service.	Financial Stability
2. Develop a plan to refresh PC's, peripherals, and computer software on a regular basis.	Financial Stability, Reliable, Well-Maintained Infrastructure
3. Develop service level objectives with County management, towns, and elected officials.	Financial Stability, Reliable, Well-Maintained Infrastructure
4. Create ongoing training opportunities to help employees better utilize PC software tools (standard office software, geospatial solutions, etc).	Financial Stability
5. Establish a clear, robust, but flexible catalog of services and service level expectations for GIS services internally and externally.	Financial Stability
6. Fully implement the County's new ArcGIS Online (AGOL) organizational structure and expand its gallery of applications, data, and services – both external and internal.	Economic Vitality
7. Refine inventory of data for all jurisdictions we serve and develop automated procedures for the effective maintenance, storage, access, and distribution of the data we house.	Reliable, Well-Maintained Infrastructure
8. Expand and enhance County staff's ability to access, utilize, and leverage available software, data, and tools (spatial and non-spatial) to empower them to achieve more sophisticated and modern workflows.	All PBB Priorities

TECHNOLOGY SERVICES

Geographic Information Systems & Customer Service Continued

Goals	Related Dept. Programs	% Complete
1. BOCC equipment improvements and MinuteTraq & MediaTraq (ITCS)	Audio and Visual media for public meetings, Community Access television	50%
2. Execute first year of the PC Leasing Program (ITCS)	PC and Peripheral Support	100%
3. Migrate fully from HelpSTAR to ZenDesk for HelpDesk service requests. (ITCS)	HelpDesk Services	20%
4. Establish a work request prioritization schedule for HelpDesk requests including response times, service hours, and quality of service goals. (ITCS)	Helpdesk Services	0%
5. Expand the public Map Gallery by an average of one new application per month. (GIS)	Web Applications	0%
6. Automate data request fulfillment as much as possible by implementing an Internet shopping cart for data requests. (GIS)	External Map & Data Request Fulfillment	0%
7. Refine the processes of maintenance to include data synchronizations and other short-cycle methods of backing up fluidly maintained data. (GIS)	Spatial Data Maintenance	40%
8. Develop GIS workload metrics and establish baseline service levels with Carson City to enable an extended contract period after the current one-year extension has expired. (GIS)	MOU-Based GIS Services	10%
9. Train additional County departments to be more self-sufficient in the use of GPS technologies. (GIS)	Field Data Collection	20%
10. Leverage the new Connect licensing to push GIS layers into the Pictometry Online (POL) viewer and conduct at least six internal user training sessions. (GIS)	Oblique Aerial Photography Program	5%
11. Migrate from the existing GeoBase system to the new Citrix Server system in the Spillman system. (GIS)	Spillman CAD	10%
12. Complete one-way and two-way replications and data synchronizations and schedules to facilitate the secure storage and easy access of data for regular daily workflows and Web applications. (GIS)	Spatial Data Repository	60%
13. Implement a Common Operational Picture (COP) viewer for large scale events and introduce automated crime mapping for DCSO.	EOC/Public Safety Support	5%
14. Update COOP plan and devise an effective and actionable DR plan for GIS and IT Customer Services.	Disaster and COOP Planning	15%

TECHNOLOGY SERVICES

Infrastructure & Operations

FY14/15 Strategic Objectives & Annual Goals

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Objectives	Related PBB Priorities
1. Virtualize servers and storage to maximize utilization of physical devices.	Financial Stability, Reliable, Well-Maintained Infrastructure
2. Develop application portfolio and catalog of services.	Financial Stability
3. Develop technology infrastructure roadmap.	Financial Stability, Reliable, Well-Maintained Infrastructure
4. Update COOP and disaster recovery planning.	Economic Vitality, Reliable, Well-Maintained Infrastructure, Financial Stability
5. Increase broadband capabilities with redundancy.	Financial Stability, Reliable, Well-Maintained Infrastructure

TECHNOLOGY SERVICES

Infrastructure & Operations Continued

Goals	Related Dept. Programs	% Complete
1. Remodel Server Room at Historic Courthouse to enable server consolidation into VMWare for server virtualization	Server and Network Administration	50%
2. Remodel office to accommodate the new positions and staff from Technology Services Department reorganization	Strategic Planning and Project Management	80%
3. Increase broadband capabilities	Business Application and Database Support, Server and Network Administration	90%
4. Improve network capabilities to remote sites	Data Enterprise Infrastructure, leased services, fiber and microwave	60%
5. Implement VoIP Phase III	County Analog and Digital Voice Administration	10%
6. Apply firmware and operating system patching on a regular schedule	Server and Network Administration	25%
7. Develop an application portfolio of existing systems and a schedule for upgrades or replacement	Business Applications and Database Support	5%
8. Develop a plan to upgrade virtualized servers and storage to meet the system growth needs	Server and Network Administration	25%
9. Implement training on end-user computing policies and best practices	Technology Training	5%
10. DCSO Spillman/Evidence NAS - scalable storage solution	Business Application and Database Support, Server and Network Administration	15%
11. Dispatch Spillman Sentryx mapping upgrade	Business Application and Database Support, Server and Network Administration	70%
12. Implement firewall for protected network and Lake offices	Business Application and Database Support, Server and Network Administration	40%

TECHNOLOGY SERVICES

Telecommunications

FY14/15 Strategic Objectives & Annual Goals

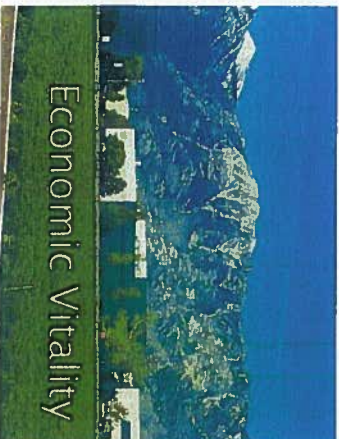
- Strategic Objectives are the long-term, continuous strategic focus areas that move the organization closer to achieving the vision.
- Annual Goals are the short-term goals that convert the strategic objectives into specific performance targets during the year.

Objectives	Related PBB Priorities
1. Create broadband opportunities and share infrastructure cost with surrounding agencies to enhance network resources.	Safe Community
2. Develop 10 year strategic plan for replacement of existing land mobile radios, (LMR) and analog VHF infrastructure for public safety agencies.	Safe Community
3. Provide redundancy to network connectivity by utilizing 6 strands of fiber from South County to North County. Make connections to key County facilities.	Safe Community

Goals	Related Dept. Programs	% Complete
1. Connect Public Works and Judicial building with fiber	Data Enterprise Infrastructure, Broadband, Leased Services, Fiber, and Wireless Microwave	5%
2. Install satellite receiver at Tahoe Douglas Fire Station 24, Zephyr Cove to enhance radio traffic communications for co-location of communications.	Communications leased tower sites and co-location facilities	25%
3. Install communications tower on Pine Nut road for co-location opportunities with Alpine County and Douglas County Technology Services.	Communications leased tower sites and co-location facilities	0%
4. Implement VOIP telephones for new Community Center	County PBX telephone/Nortel Option 61 switch, Voice over Internet Protocol, voicemail, long distance	100%
5. Increase Internet broadband services to 100M	Data Enterprise Infrastructure, Broadband, Leased Services, Fiber, and Wireless Microwave	95%
6. Perform preventative maintenance for Douglas County Public Safety agencies radios (800 devices)	Public Safety two-way radio system	85%

Manage the County's Checkbook

Results of the 2014 Survey



Economic Vitality



Financial Stability

**Your Voice Matters!
USE IT!**

**Douglas
COUNTY**

— Great people. Great places. —

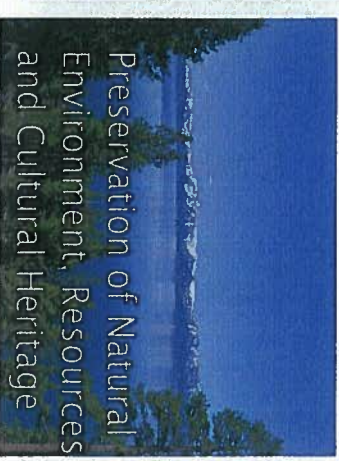
**Manage the
County's Checkbook**



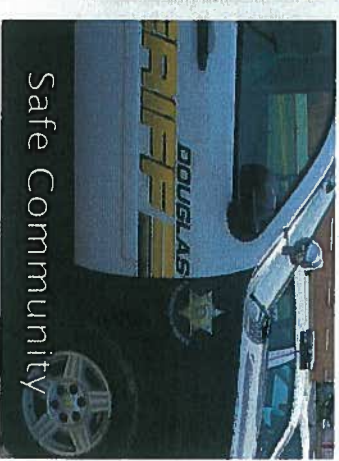
Managed Growth
and Development



Reliable,
Well-Maintained
Infrastructure



Preservation of Natural
Environment, Resources
and Cultural Heritage



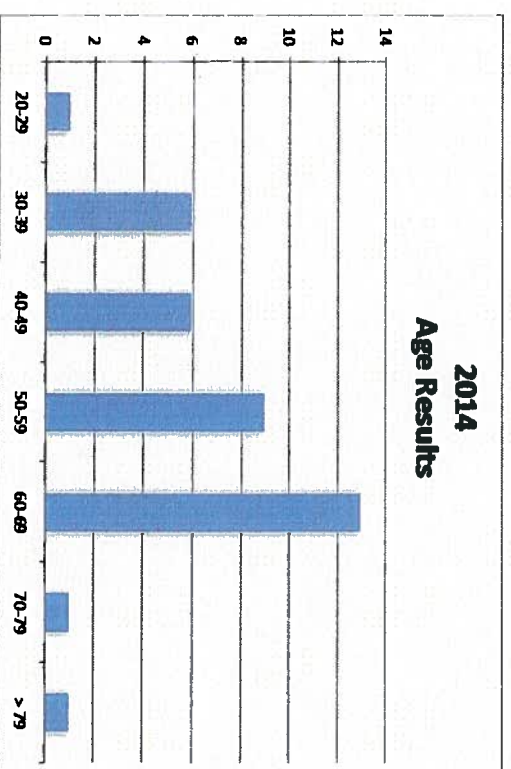
Safe Community

120 participants = 6 hours of public comment
(under the 3 minute rule)

FY 2012 Challenge	FY 2013 Challenge	FY 2014 Challenge
86 Total Participants	115 Total Participants	120 Participants
63 long version	72 long version	54 long version
23 short version	43 short version	66 short version

- 23 Comments – All Comments are in your packet
- 20 answered “Did you like using Open Douglas County?” (Satisfaction Survey comments in your packet)
 - 15 responded yes (75%)
 - 5 responded no (25%)
- 46% of participants took the survey for the first time

Manage the County's Checkbook – Results by Age



	Number of Participants						
	20-29	30-39	40-49	50-59	60-69	70-79	> 79
Infrastructure	1	6	6	9	13	1	1
Safe Community	30%	22%	23%	25%	32%	16%	20%
Preservation of Natural Resources	32%	19%	14%	14%	16%	16%	40%
Economic Vitality	5%	7%	23%	14%	25%	14%	10%
Managed Growth and Development	10%	24%	13%	17%	9%	14%	4%
Financial Stability (Governance)	9%	11%	12%	20%	10%	20%	16%
	14%	18%	15%	9%	8%	20%	10%
							12%



- ☐ 111 participants ranked Infrastructure highest
- ☐ Ages 40-69 ranked Infrastructure highest
- ☐ 83 participants who did not share their age ranked Infrastructure highest
- ☐ Ages 30-39 ranked Economic Vitality highest

Manage the County's Checkbook – Results by Area

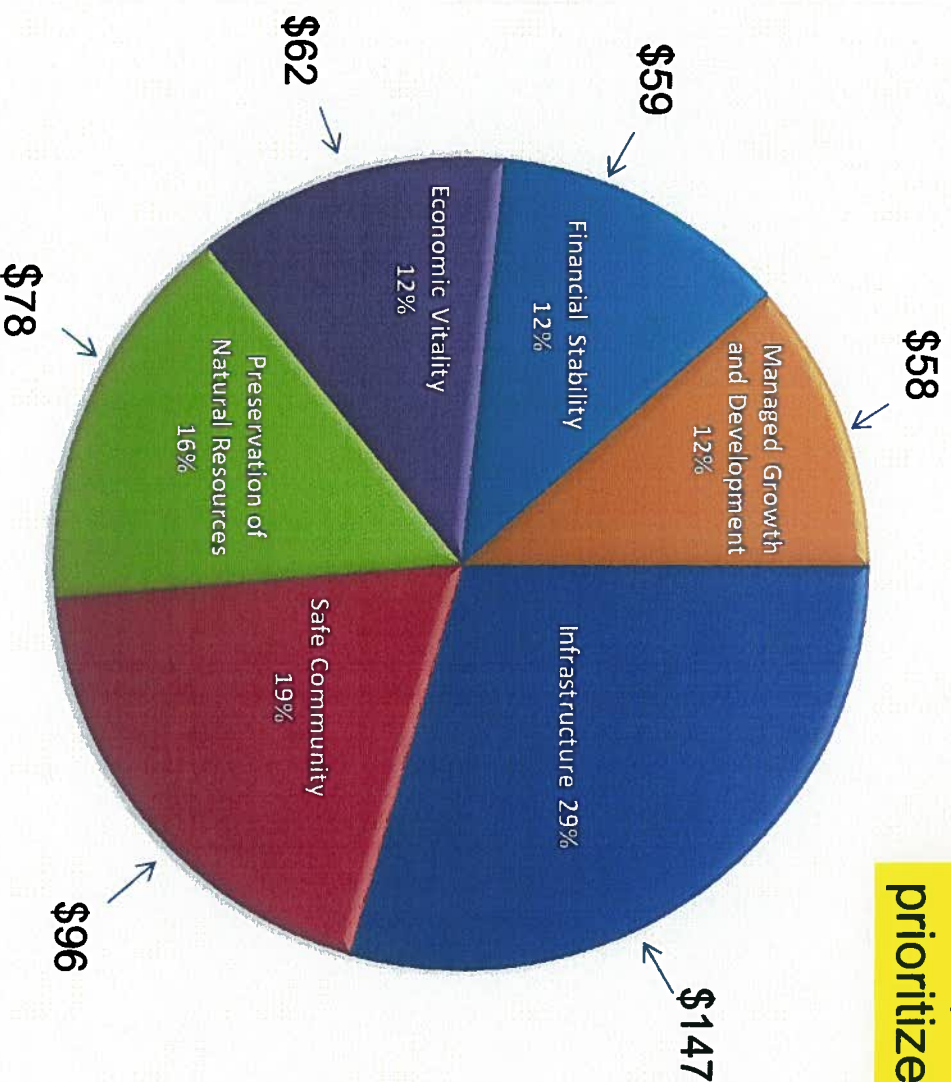
	Minden/Gardnerville	Gardnerville Ranchos	Johnson Lane	Ruhenstroth	Indian Hills/Jacks Valley	Foothill	Genoa	Tahoe Basin	TRE	Fish Springs	Did not specify
Number of Participants	16	8	11	3	1	5	1	3	1	1	70
Infrastructure	22%	34%	41%	17%	23%	26%	42%	45%	40%	33%	30%
Safe Community	21%	16%	13%	7%	14%	17%	10%	6%	22%	7%	22%
Preservation of Natural Resources	18%	18%	9%	53%	7%	17%	10%	15%	4%	34%	13%
Economic Vitality	14%	11%	15%	7%	22%	13%	18%	9%	4%	5%	12%
Managed Growth and Development	12%	11%	14%	3%	9%	18%	8%	17%	10%	16%	11%
Financial Stability (Governance)	14%	10%	8%	13%	25%	8%	12%	8%	20%	5%	12%



- ☐ 73% of areas ranked Infrastructure highest
- ☐ Infrastructure is still the number one concern in the community

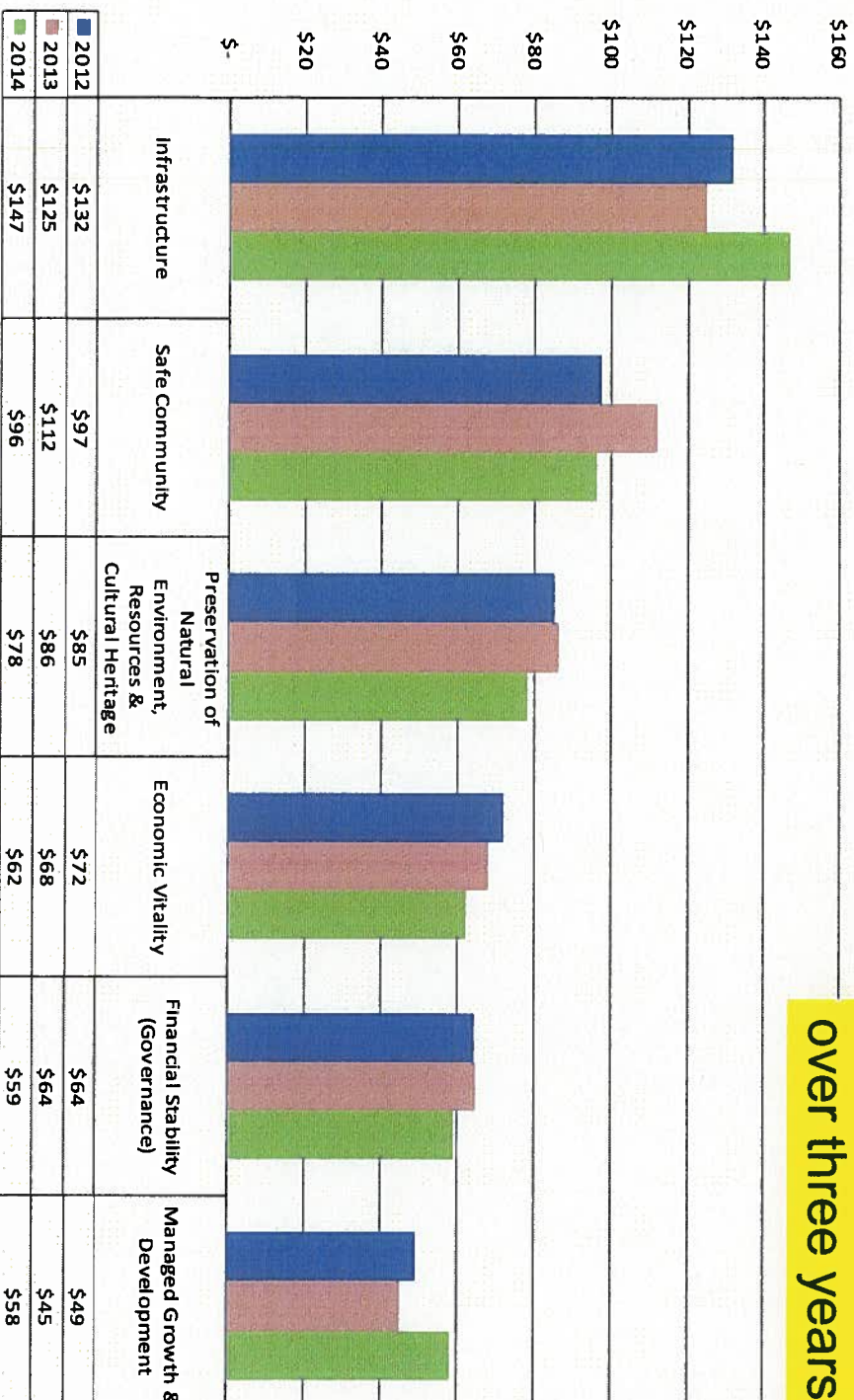
Manage the County's Checkbook – 2014 Priority Results

How participants
prioritized spending



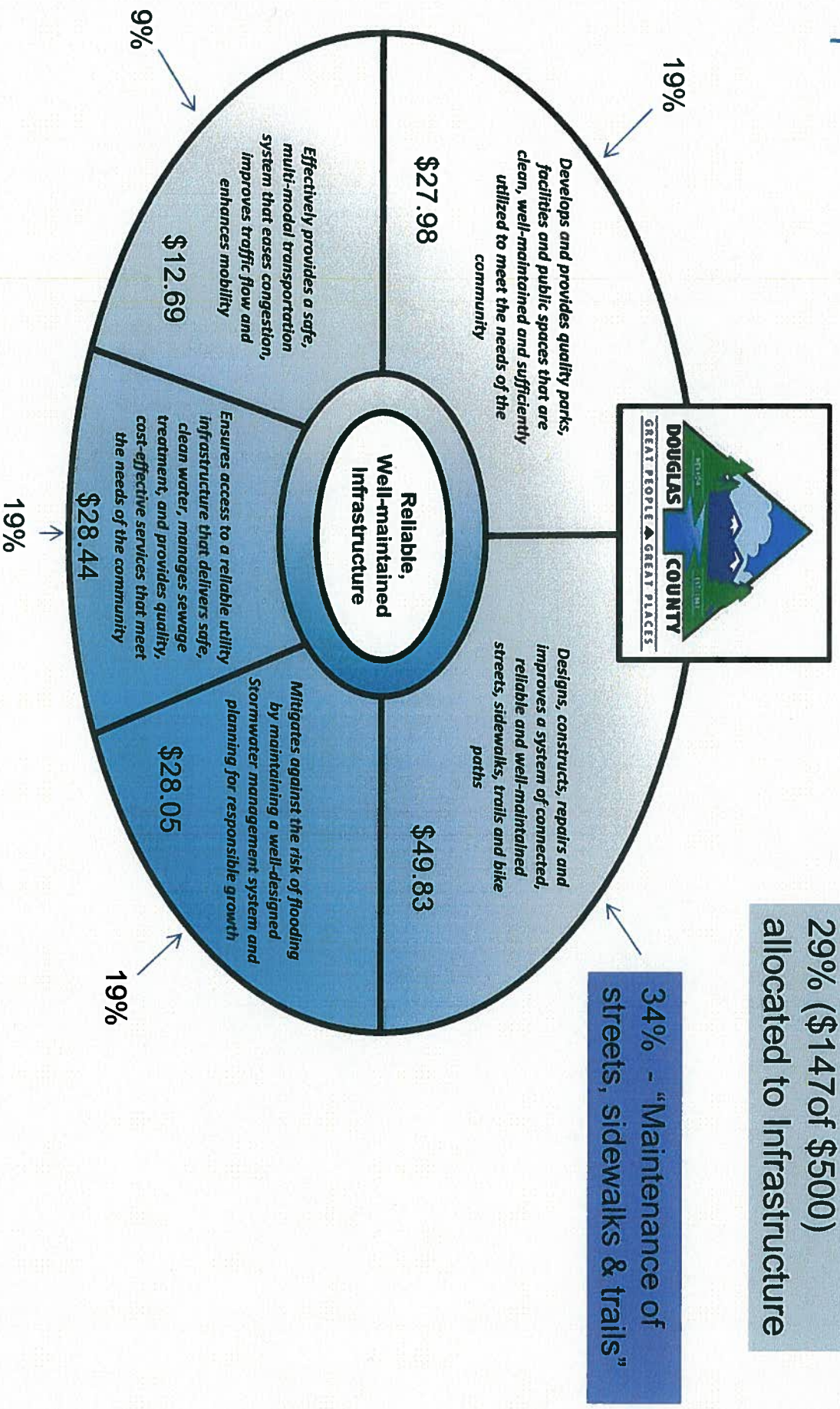
Manage the County's Checkbook – 3-Year Trend

Consistent trend
over three years



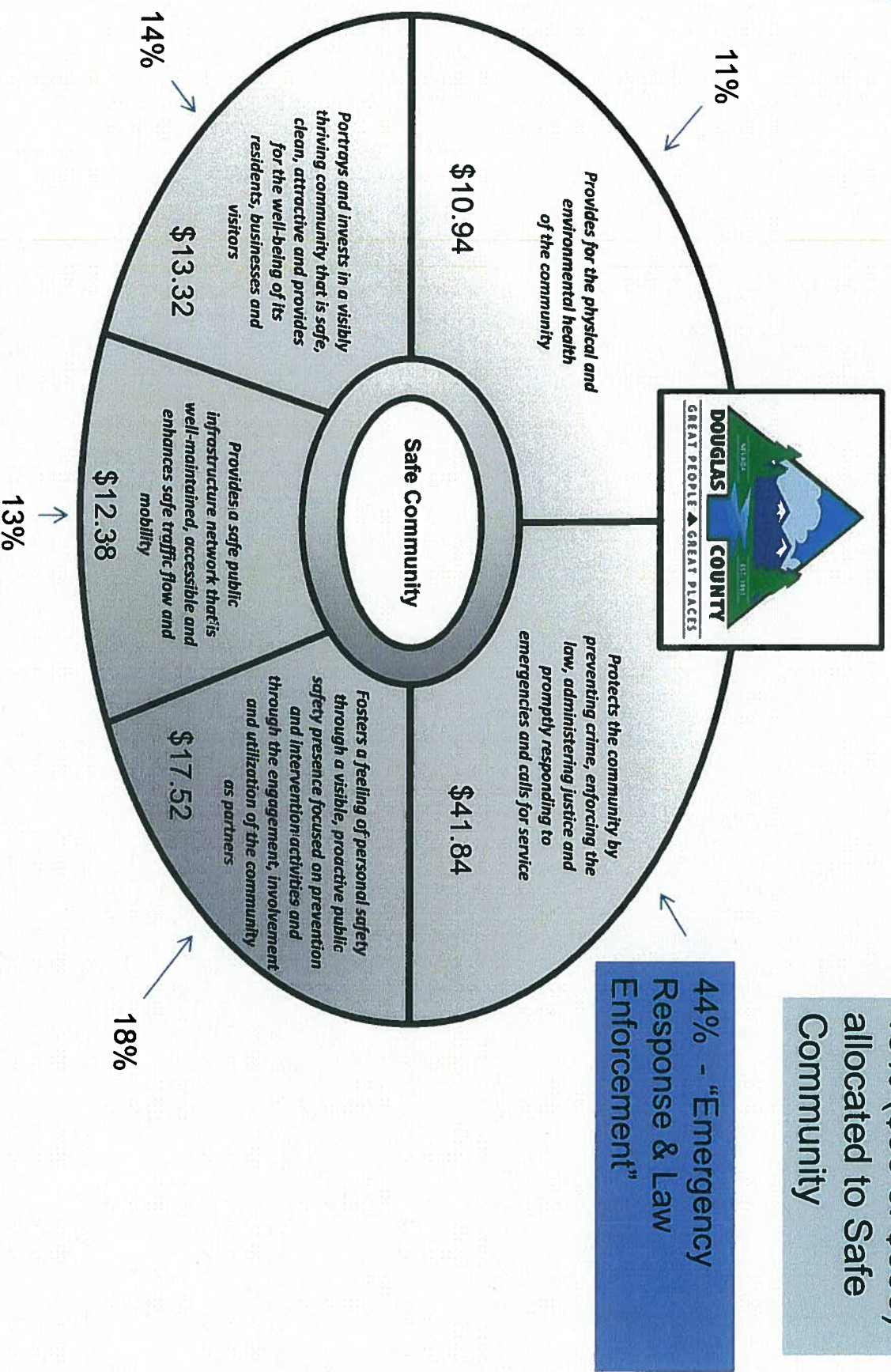
This chart includes both the long and short versions of the exercise

Reliable, Well-maintained Infrastructure



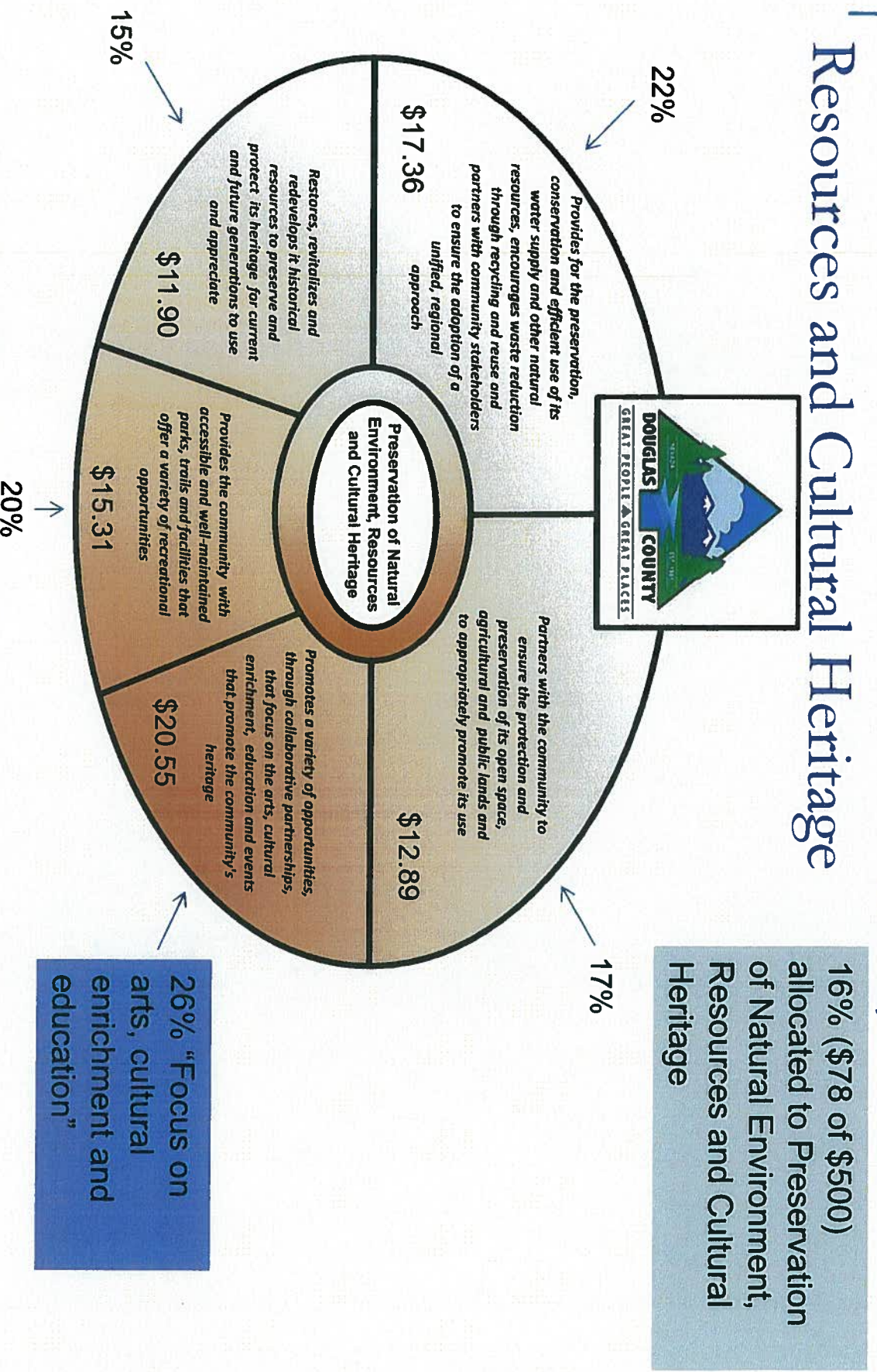
- ❑ For the third year, maintenance of streets, sidewalks & trails has the highest allocation within infrastructure

Safe Community



- ❑ For the third year, emergency response & law enforcement has the highest allocation within Safe Community

Preservation of Natural Environment, Resources and Cultural Heritage



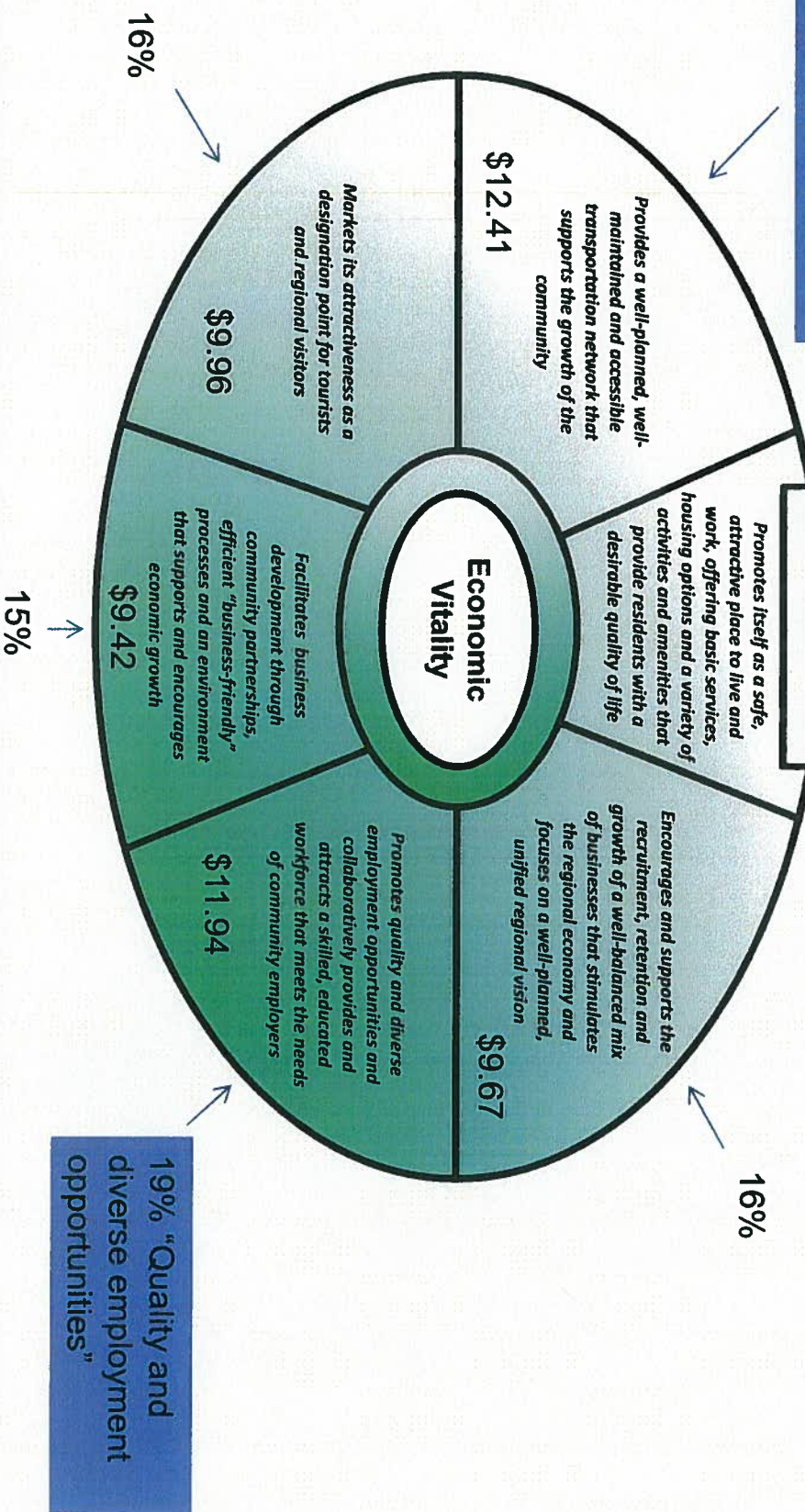
- ❑ This is the first year focus on arts, cultural enrichment and education has had the highest allocation within Preservation. Last year "well-maintained parks, trails and facilities" was ranked highest, which is the third highest this year following "efficient use of natural resources".

Economic Vitality

20% "Well-maintained transportation network"

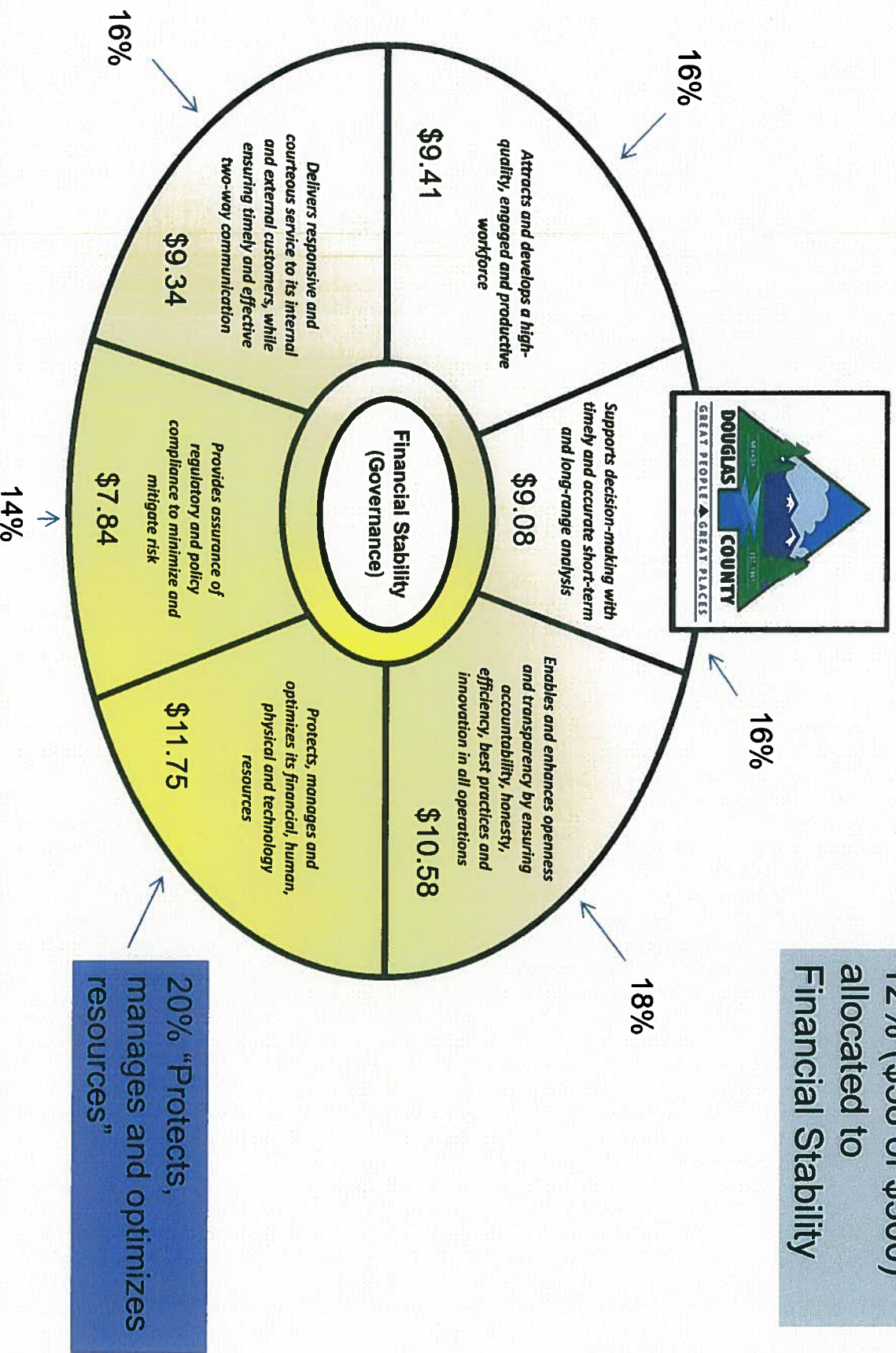


12% (\$62 of \$500) allocated to Economic Vitality



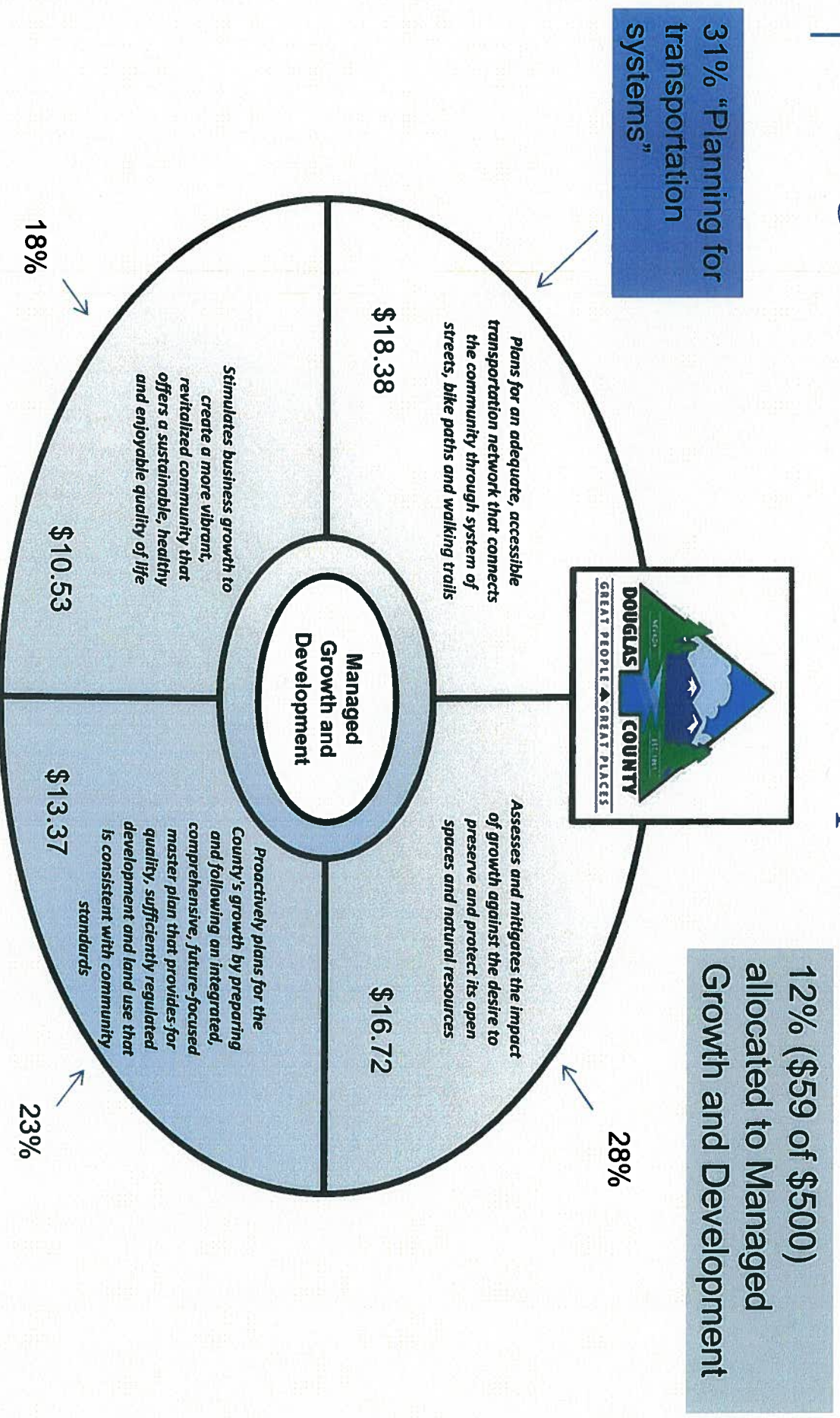
- This is the first year well-maintained transportation network has had the highest allocation within Economic Vitality, followed by "quality and diverse employment opportunities". The last two years "facilitates business development" was ranked highest.

Financial Stability (Governance)



- This is the first year protects, manages and optimizes resources has had the highest allocation within Financial Stability. The last two years "high-quality, engaged and productive workforce" was ranked highest

Managed Growth and Development



- ❑ This is the third year planning for transportation systems has had the highest allocation within Managed Growth

Manage the County's Checkbook – Summary

- **Results Summary**
 - For the third year, highest priority sub-results remained the same within
 - **Reliable, Well-maintained Infrastructure**
 - Maintenance of streets, sidewalks and trails
 - **Safe Community**
 - Emergency response and law enforcement
 - **Managed Growth and Development**
 - Planning for transportation systems that connect the community
 - **The priority sub-results focus changed this year within**
 - **Preservation of Natural Environment, Resources and Cultural Heritage**
 - Focus on arts, cultural enrichment and education
 - **Economic Vitality**
 - Well-maintained transportation network
 - **Financial Stability**
 - Protects, managed and optimizes resources

Manage the County's Checkbook - Summary

- 46% new participants
- 75% satisfaction rating

Infrastructure is still the highest invested priority with most money allocated to maintenance of streets, sidewalks & trails

Questions/Comments

**Douglas County
Budget Challenge
2014**

Participant Comments

- Spend money on repairing roads.
- Thanks for allowing community input!
- The county is in excellent financial shape and well positioned to attract significant capital investment throughout its geographic area. Public Health and safety along with infrastructure is the means to attract new businesses and residents as our quality of life plus the new community center while ensuring our current residents and businesses to expand. Growth has been managed for the most part and our view sheds including our night sky have been protected. 2015 ought to be a very successful year for Douglas County.
- Roads are incorporated into each category, if they are truly vital then pass the gas tax as one revenue source and eliminate the GIDs/Towns providing road services. Then the GID/Town tax amount/percentage spent on roads can be re-structured and implemented County wide for roads throughout the County. Also it is inefficient to have multiple GID/Town administrative positions, road maintenance equipment and staff. Let the GIDs/Towns keep the other stuff. If the county focuses on the basics then economic development will follow thus the reason for the \$0 amount. Under Preservation of Natural Environment, there is a sub category for grants, county should not be donating resident tax dollars--the money should be going to other county priorities, example roads. Greatest amount allocated was for a Safe Community that was not a vote for more money on fire. Fire should be a county department and restructured similar to sheriff shifts. If you implement the other categories, then economic development will follow, thus the reason for \$0.
- One of the county's stated goals, "Preservation of Natural Environment, Resources, and Cultural Heritage," does not receive enough attention or resources from the government. Leadership, as well as greater effort to create private/public partnerships to achieve this goal, is needed. Of particular concern is preservation of open space.
- Roads, Public Safety, other infrastructure, planning.
- Looking forward to seeing how the final budget compares to my priorities. See you at the budget hearings.
- This survey is not very helpful - there is too much overlap and not enough specificity between the different choices to make meaningful decisions.
- In its Strategic Plan, Douglas County has identified six major results that the County strives to provide for the community: Why don't the results have anything to do with

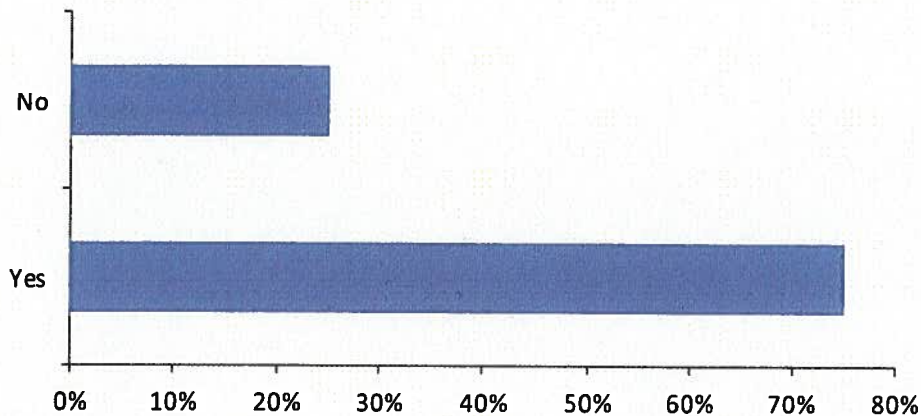
replace people that leave but there is always a re-training period and lost institutional knowledge. It is also a major expense to find a replacement for key positions and it is not guaranteed the County will find an equally competent replacement. Instead, of spending \$70,000 to find a replacement County Manager, give Steve \$25,000 or \$30,000 extra.

- Johnson Lane is a ticking time bomb for a major catastrophe because of recent development and design in all the upper new home divisions. The raised intersections especially at Gordon and Downs allow drainage water to be diverted into homes and not flow with a direction needed to make it to the river.
- Utility infrastructure (water & sewer) should be paid by those customers, not the county as a whole. Only those benefiting from the service should be responsible for those costs. Therefore they should not be included in the D.C. overall budget.
- I think growth needs to be centered in the current service areas. NO new growth in unserved areas. NO master plan amendments. Use the water and sewer and roads now available to keep costs low. NO more projects outside of the current development code. NO developer agreements to violate code.. Build to code or do not build. STOP costing us all more money. Towns provide infrastructure without costing everyone more money. Thanks for the opportunity to do the budget challenge.
- How about adding: Provides programs that engage the community with recreation, libraries, culture, arts and education
- A few typos (quality employees?); several crossover sub-areas set to complicate exactly what are exactly takes care of the issue (e.g., trails)
- I will never understand why Douglas County does not have a plan that focuses on the things that people use because they want to - parks, libraries, schools, arts, culture, history, recreation, education.

Satisfaction Survey – 2014

Do you like using Open Douglas County?

Of 20 comments, 15 said yes and 5 said no



Response	Comment
Yes	Civic duty.
Yes	To show my priorities
No	The \$500 exercise was filled with ambiguous, flowery language that didn't mean much. I didn't even see fire protection in the survey (which needs to be cut back) and most other descriptions must've been written by people who have obviously been in government for too long and have forgotten how to exist in the real world. Douglas county spends way too much money – in fact it was interesting that there is no way (in your \$500 budget) to not spend every penny of the \$500. I guess you are trying to keep people from thinking that Douglas County already taxes and spends way too much. Typical politician – never be willing to admit that you have enough money. I also noticed that as soon as I=\$500, the exercise was over – no way to include any comments.
Yes	Easy to use. I hope my input is considered.
Yes	Great tool for voicing our concerns and opinions.
Yes	It is user friendly.

Yes	Interesting invitation for more folks to try to understand local government budgets.
No	Too much personal information requested.
No	Asks for too much personal information.
Yes	A great way to encourage feedback from the citizens of the County
No	Too many clicks. I registered the first year but apparently that does not carry over. It is cumbersome to open up the website, go out and come back to just take a survey. Simply listing the address of the respondent should eliminate multiple responses by a single user and names should eliminate multiple users.....use the voter registration lists and that should eliminate none residents. Being able to fill out the survey without registering leads one to believe it can be done; only to find out that the survey is not valid without FIRST registering.
Yes	I appreciate the opportunity to think about the things that make this such a nice place to live. I like to share my thoughts.
Yes	I like the opportunity to participate.
Yes	Very user friendly with great instructions and responsive data entry.
Yes	Giving input to budget process.
No	It is too complicated to use. And I am uncomfortable with the idea that county management might be able to see any of my information.
Yes	Too many buttons and links to get to the content you're interested in. It looks nice though.
Yes	"Manage County's Checkbook"
Yes	I know money is tight and I used to make budgets for a County department in California where I worked. So I know how hard it is.
Yes	It needs to be a bit clearer about signing in to make the survey. The first time I did survey I didn't sign in or register.

Douglas County Commissioners
Strategic Planning Workshop

Good Morning Commissioners

Mitchell Mize, Representing
Edgewood Companies Plus Other Interests at the Lake

More than 4 Years Ago we began work on the South Shore Vision
In Response to a Crisis --an Economic Downturn
Precipitated by the Rise of Indian Gaming in California

Today Key Elements of that Vision
Have been Embodied in TRPA's Regional Plan
and Douglas County's Tahoe Area Plan
And that was no Small Feat

We've Made Progress
We have Plans,
but Now We Need to
Implement those Plans
Bricks and Pavement Bring Revenue, Not Plans

Four Projects are Absolutely Critical to This Effort

- First US Hwy 50 South Shore Community Revitalization Project
AKA The Loop Road (with its environmental gain and creation
of a pedestrian friendly vital Main Street in the Core)
- Second A Multi-Purpose Entertainment and Conference Venue
On the South shore
STAR (the South Tahoe Alliance of Resorts) funded a feasibility
study by the leading consultant in this field CS&L
(Conventions Sports and Leisure) and the results look promising
- Third The County's Determination of Desired Commodities (TAU's
ERU's CFA) for the next 20 years and Making Those Desires
Known to the "Commodities Task Force" of the Prosperity
Center, as all Other Jurisdictions in the Basin are Currently Doing
Edgewood Companies and others have worked with your staff on this effort
and have provided our assessment.
The South Shore needs additional commodities.
- and Fourth Improvements to Kahle Drive

We Need Your Continuing Support to Revitalize South Shore
and it's contribution to the County's Tax Base

Thank you

EXHIBIT (for identification only)
general public comment
Filed 12/26/14
By Mitchell Mize Edgewood
Deputy

Suggested Measures for County Manager's Annual Performance Review

1. Provide assessment of Community and Senior Center's 1st year of operation including a financial review of revenues and expenditures
2. Oversee negotiations of contracts with represented employee groups – strive for multi-year contracts with each
3. Serve as the County's lead on the legislative team for the next legislative session
4. Complete the Clerk-Treasurer recruitment and selection process
5. Implement all audit findings as scheduled
6. Complete the Comp and Class Study and recommend a sustainable implementation strategy
7. Provide a "State of the County" overview for constituents
8. Pursue regional partnerships to reduce County expenditures while maintaining or enhancing current levels of service for our customers

EXHIBIT (for certification only)

Filed

By

Deputy

Demetrius J. Nichols
11/26/15
CP

Financial Stability	
Financial strength and integrity of organization	
Objective: Douglas County will enhance the fiscal stability and financial structure of the County.	
A	Develop strategies to address long term financial stability
B	Identify opportunities for more cost-effective services for our residents through regional partnerships, consolidation of services, privatization and shared services.
C	Utilize Priority Based Budgeting Program for on-going financial and budget decision making
D	Develop a technology plan to address the County's current and future technology needs
E	Develop a facilities plan to address the County's future facility needs, including a long-term strategy for the Minden Inn
F	Form an Investment Advisory Committee (IAC)
G	Find Opportunities to utilize Technology in all Departments and within the strategic goals to become more efficient
H	Analyze the feasibility of consolidating or sharing services between multiple taxing units in Douglas County
Safe Community	
Safe environment for residents, businesses, and visitors	
Objective: Douglas County will enhance and improve the provision of public safety and related services.	
G	Develop a comprehensive Continuity of Operations Plan (COOP) for Douglas County and encourage the participation of all special districts within the county County
H	Revise the Douglas County Emergency Operations Plan to include elements of the recently adopted FEMA-approved Hazard Mitigation Plan Update and to incorporate necessary changes in the application of the Emergency Response Plan
I	Initiate a septic systems conversion program throughout the County
Economic Vitality	
Thriving economy that respects the County's natural assets and provides jobs, products and services for residents	
Objective: Douglas County will promote the economic vitality of the community.	
J	Work with Tahoe Stakeholders to identify viable options to implement South Shore Vision
K	Implement Economic Vitality priority projects, including a new open for business project to enhance responsiveness to best meet the needs of local business and identify/initiate additional tourism events/opportunities in the County
L	Examine and revise Title 20, Division 11 (appeal process) and Engineering Design Standards
M	Work with the Towns of Minden and Gardnerville and other stakeholders to finalize Valley Vision priority projects and leverage funds for implementation
N	Work with local partners and stakeholders to initiate the development of a year-round conference/entertainment venue at Lake Tahoe (within Douglas County)
R	Create local area plan for Lake Tahoe--Lake Regional Plan TRPA-consistent with regional plan-update

PREPARED BY: Shirley S. Clark
 FILED: Shirley S. Clark
 By: Shirley S. Clark Deputy

Infrastructure

Efficiency and responsiveness in addressing community issues and needs-Construct, operate and maintain the infrastructure necessary to meet the current and future needs of the community

Objective: Douglas County will provide for the maintenance and infrastructure necessary to meet current and future service levels.

O	Working in partnership with residents and businesses, develop long term solutions to fund preventative road maintenance
P	Construct a Community Center in the Carson Valley
P	Identify funding to support the continuation of the east-side improvements at the Airport
Q	Pursue stormwater grants for flood water mitigation Complete the Countywide stormwater master plan including development of a long-term funding strategy
S	Provide active leadership in coordination with Tahoe Transportation District and other Stakeholders to implement the Hwy. 50 South Shore Community Revitalization Project (aka "Loop Road Project") : Completion of the Administrative Draft EIR/EIS (part of Countywide Connectivity)
R	Work in partnership with residents, businesses, public entities and stakeholders to develop multimodal transportation solutions for improved connectivity and economic development, including viable funding options in concert with pursuit of grant funds per the Countywide Connectivity Initiative
t	Identify and implement solutions to stabilize Lake Tahoe water rates (covered in next item)
S	Working in partnership with residents and businesses, develop long term solutions to stabilize water rates including grants Develop multi-year, stable and equitable water rate structures for the water systems throughout the County in partnership with residents and businesses

Natural Environment, Resources and Cultural Heritage and Quality of Life

Objective: Douglas County will preserve the County's natural environment resources, and its cultural heritage and other assets to create the ideal destination for residents and visitors alike

T	Secure passage of the Douglas County Conservation Act
U	Develop Lake Tahoe TMDL management plan, coordinate TMDL cooperative with GIDs and Nevada Department of Transportation, and identify County resources to assist in oversight
V	Advocate for the educational assets of the County including public library and local colleges
W	Perform the 20-year update to the County's master plan
X	Initiate a Countywide recycling program

Manage Growth and Change

Orderly and sustainable development and growth of community

Objective: Orderly and sustainable development and growth of community

x	Analyze the feasibility of consolidating or sharing services between multiple taxing units in Douglas County (moved to Financial Stability)
y	Work in partnership with residents, businesses, public entities and stakeholders to develop multimodal transportation solutions for improved connectivity and economic development, including seeking grants (moved to Infrastructure)

Organizational Sustainability

Create and maintain a motivated, efficient and effective staff to maximize our level of service to the community

Objective: Douglas County will invest in their employees to create an optimal workforce to serve our customers

Y	Develop an implementation plan for the Comp and Class study
Z	Refine and enhance the County's employee recognition program
AA	Establish an employee clinic to improve productivity through reduced sick time use and extended absences
BB	Establish an in-house employee wellness program to improve productivity with a healthy and fit workforce who are better able to perform their various functions
CC	Expand the County's current new-employee orientation program to better infuse the appropriate culture into our workforce